

22 July 1988

Organization and Mission-Field

**ORGANIZATION AND FUNCTIONS
AIR FORCE INTELLIGENCE AGENCY (AFIA)**

This regulation is the official summary statement (Chartbook) for AFIA organization and functions. Organizational structures within functional staff agencies must follow the standards and arrangements prescribed by AFR 26-2. The Manpower and Organization Division (AFIA/MO) is the Office of Primary Responsibility (OPR) for obtaining approval of proposed changes for mission, organizational, and functional aspects of all AFIA elements. Proposals for changes to approved organization functions described in this regulation must be sent to the Chief, Manpower and Organization Division. Changes in organizational structure or to mission or function statements must not be implemented or represented as official in publications, organization charts, or any other way without AFIA/MO approval.

The term "Air Force Intelligence activities" used throughout this regulation refers to the Assistance Chief of Staff, Intelligence, and Air Force Intelligence Agency activities. See attachment 1 for an alphabetical list of abbreviations used throughout this publication.

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Supersedes AFISR 23-1, 12 February 1988.

No. of Printed Pages: 97

OPR: AFIA/MO (TSgt G. Ashburn)

Approved by: Maj F. Duarte

Writer-Editor: SSgt G. Dade

Distribution: F, X

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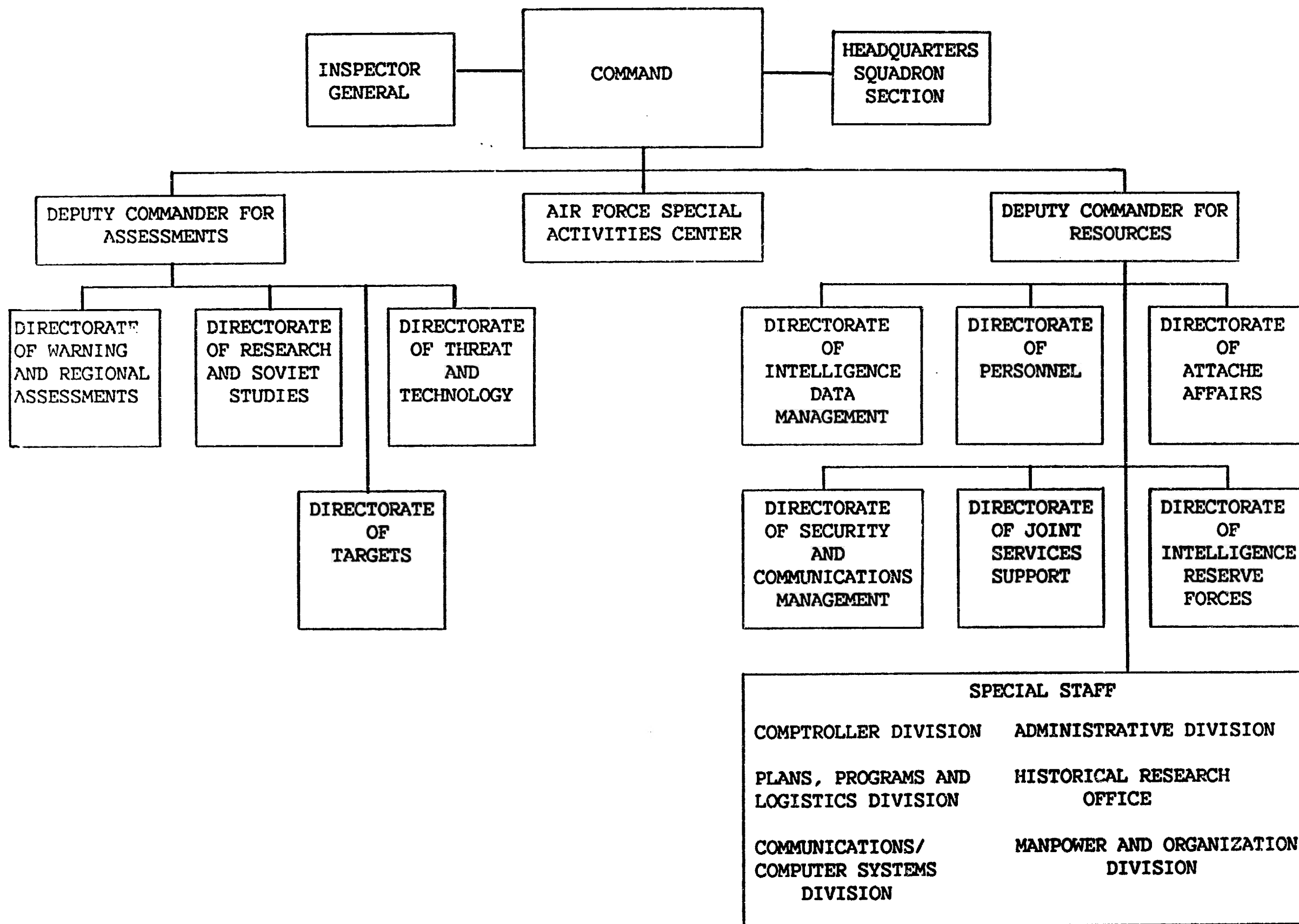


Figure 1-1. Headquarters Air Force Intelligence Agency Organizational Chart.

SECTION A -- AIR FORCE INTELLIGENCE AGENCY (AFIA)

1-1. Organizational Structure. See Figure 1-1.

1-2. AFIA Mission. The mission of the Air Force Intelligence Agency is to provide specialized intelligence services and information to Headquarters USAF and USAF commanders worldwide. AFIA directs and conducts intelligence activities by collecting, evaluating, correlating, disseminating, and applying intelligence information. AFIA also conducts programs to insure the viability of Air Force intelligence systems.

1-3. Responsibilities Assigned. Reference AFR 23-45, Organization and Mission-Field, Air Force Intelligence Agency (AFIA).

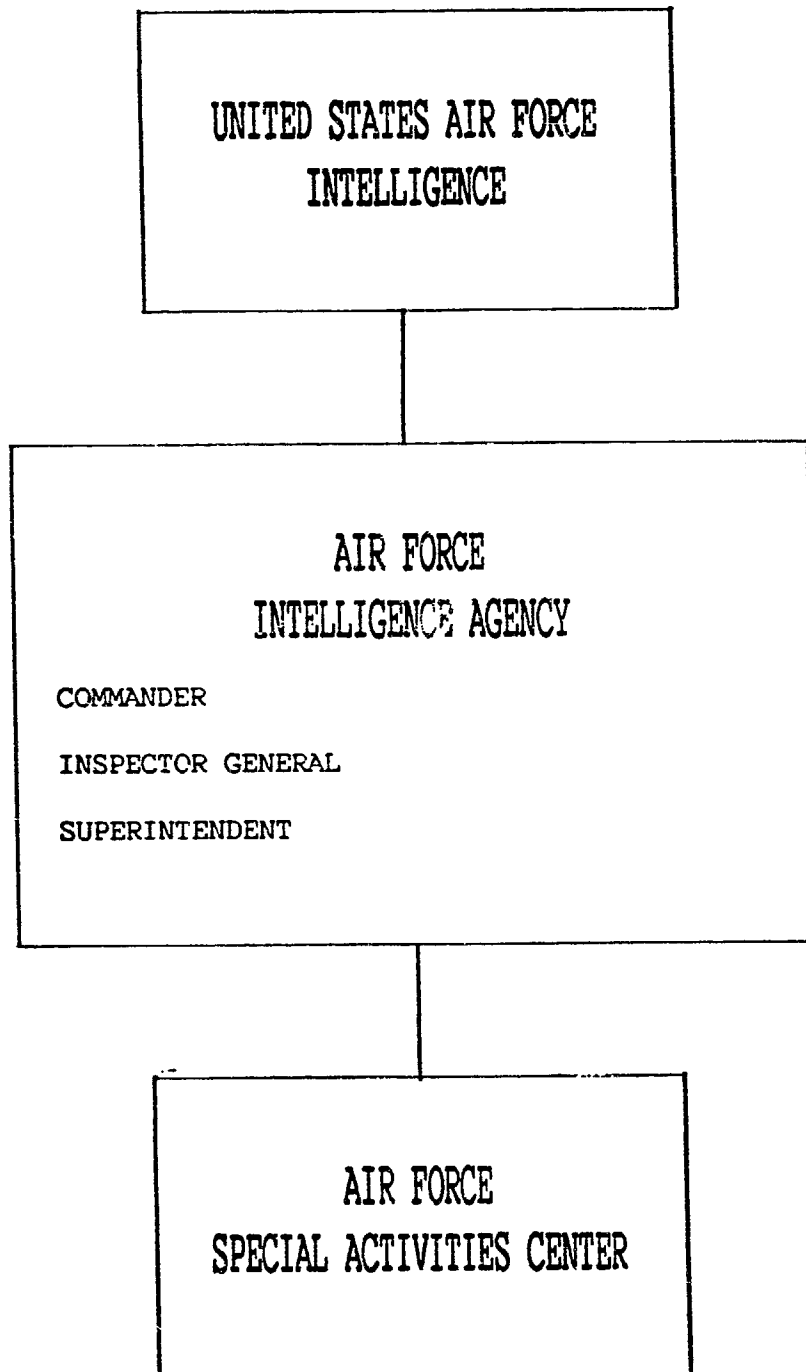


Figure 2-1. Command Section Organizational Chart.

SECTION B -- COMMAND SECTION (CC)**2-1. Organizational Structure. See Figure 2-1.**

2-2. HQ AFIA/CC Mission. The Commander, Air Force Intelligence Agency (AFIA) provides accurate, timely, and reliable intelligence; trained intelligence personnel; and intelligence support resources to HQ USAF and the MAJCOMs during peacetime, wartime, and contingency situations.

2-3. Responsibilities Assigned:

a. Represents the Assistant Chief of Staff, Intelligence (ACS/I) when designated during the absence of the ACS/I and the Deputy ACS/I on such boards and panels as the National Foreign Intelligence Board (NFIB), the Air Force Council, the Air Staff Board, Korean Consultative Group, the Air Force Scientific Advisory Board, the JSTPS Scientific Advisory Board, Program Review Committee, and others.

b. Assigns and monitors actions in support of the MAJCOMs, in response to critical events, and in response to tasking from HQ USAF and the National Intelligence Community.

c. Provides the Secretary of the Air Force, Chief of Staff, ACS/I, the MAJCOMs, Joint Staff, and other key Air Staff officers with accurate and timely intelligence necessary for indication and warning (I&W), contingency planning, and force deployment and employment.

d. Insures application of intelligence to Air Staff and MAJCOM analytical studies addressing USAF strategic and tactical weapon systems acquisition programs and force structure developments.

e. Prepares National Intelligence Estimates in support of the NFIB and the Defense Intelligence Agency (DIA).

f. Provides 24-hour, 7-day a week I&W center to immediately respond to HQ USAF and MAJCOM requirements for intelligence pertinent to crisis or potential crisis. The I&W center maintains liaison with DIA, the National Security Agency (NSA), and the Central Intelligence Agency (CIA), and other intelligence activities to provide the Air Staff and MAJCOMs with information regarding impending hostilities, as well as with other current intelligence that may impact on USAF missions and interests.

g. Plans, coordinates, and exercises managerial control of USAF target intelligence. Serves as program monitor for USAF support to the Defense Mapping Agency of Mapping, Charting and Geodesy (MC&G).

h. Plans, coordinates, and exercises managerial control of worldwide USAF intelligence data-handling systems (IDHS).

i. Oversees worldwide USAF Special Security Offices and ensures compliance with special intelligence and special intelligence telecommunications security policies.

j. Supports the Defense Attache System and monitors all matters concerning USAF participation in the system.

k. Conducts the USAF Soviet Awareness Program which includes: the Soviet Military Literature Research facility; the traveling Soviet Awareness Team; Soviet Military Thought and Studies in Communist Affairs series.

l. Acts as the USAF executive agent for all-source analysis reporting and intelligence production against all foreign camouflage, concealment and deception activities.

m. Serves as DoD action office for Code of Conduct training, manages the peacetime Hostage Survival Program, and produces finished intelligence in support of combat survival.

n. Recruits and provides administration, readiness training, and operational utilization of intelligence mobilization augmentees in support of active duty forces during peacetime, wartime and contingencies.

o. Provides command and control of USAF human resource intelligence (HUMINT) collection and exploitation activities in support of HQ USAF, MAJCOM, DoD, and national requirements. Serves as the office of primary responsibility for the development and review of wartime/contingency plans requiring USAF HUMINT support.

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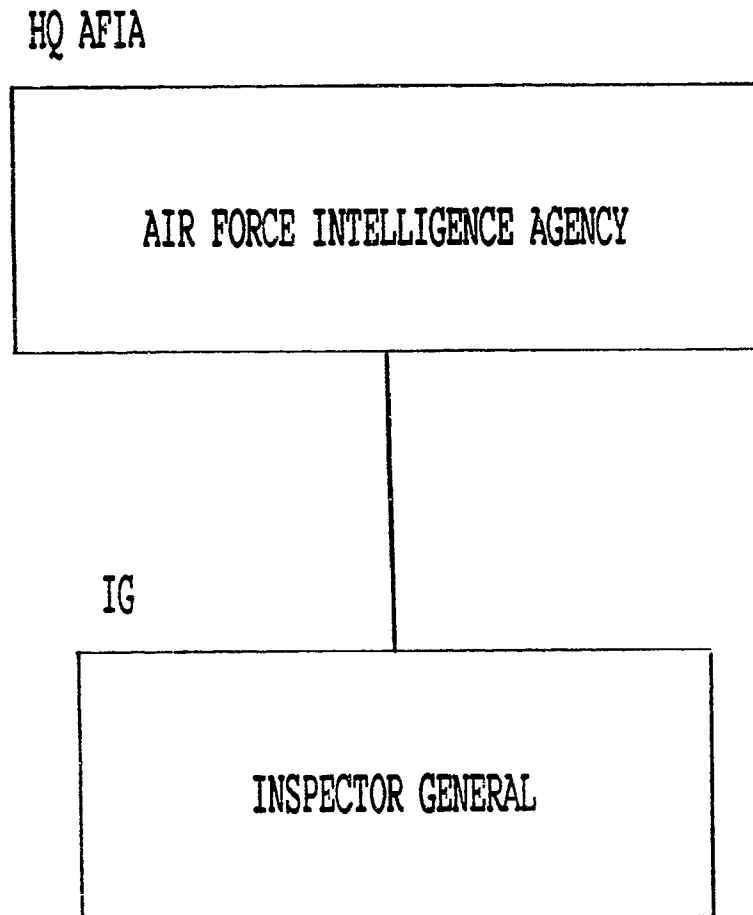


Figure 3-1. Inspector General Organizational Chart.

SECTION C -- INSPECTOR GENERAL (IG)**3-1. Organizational Structure. See Figure 3-1.**

3-2. HQ AFIA/IG Mission. The Office of the Inspector General is responsible to the Commander, AFIA, for the effectiveness of the USAF inspection; complaint; safety; intelligence oversight; fraud, waste and abuse; and physical and information security programs. The AFIA/IG is responsible to ensure command resources are properly managed to sustain both peace time and wartime taskings, and to report to the commander the management effectiveness and efficiency of subordinate commanders and functional staff managers.

3-3. Responsibilities Assigned. AFIA/IG:

- a. Develops AFIA inspection policies procedures, and criteria in accordance with AFR 123-1, The Inspection System.
- b. Identifies problems impeding the effective accomplishment of the AFIA mission and provides recommended corrective actions.
- c. Programs inspection of AFIA elements and establishes inspection team composition. Initiates action to effect inspection team travel and other necessary arrangements.
- d. Obtains data pertinent to the conduct of each inspection from HQ AFIA staff elements, and disseminate the results of inspections to the activity inspected and appropriate HQ AFIA staff elements for information and comment.
- e. Inspects subordinate AFIA units on a recurring basis.
- f. Serves as focal point for the command self-inspection program. Conducts over-the-shoulder evaluations of self-inspections conducted by HQ AFIA staff elements on a selective basis.
- g. Ensures that AFIA inspections adequately test and accurately report the management effectiveness of inspected units.
- h. Reviews and analyzes the results of inspections and ensures that all actions required as a result of inspections are completed.
- i. Interfaces AFIA inspection results and trends with the Air Force Inspection and Safety Center (AFISC), Norton AFB, CA, and other Major Command/Separate Operating Agency (MAJCOM/SOA) IGs.
- j. Implement and monitor the Inspector General Complaint System within AFIA in accordance with AFR 123-11, the Inspector General Complaint Program.
- k. Conducts administrative investigations and inquiries according to AFRs 120-3 and 120-4.

l. Ensures the existence of an effective intelligence oversight program within AFIA in accordance with AFR 123-3, Intelligence Oversight, and AFR 200-19, Conduct of Intelligence Activities, and submits quarterly intelligence oversight reports to AFISC.

m. Serves as AFIA focal point for the USAF Fraud, Waste, and Abuse Program in accordance with AFR 123-2, Air Force Fraud, Waste, and Abuse Prevention and Detection Program.

n. Develops command ground safety policies and procedures in accordance with AFR 127-2, The USAF Mishap Prevention Program.

o. Evaluates AFIA unit safety programs and activities in order to conserve resources through accident prevention in accordance with AFR 127-4, Investigating and Reporting US Air Force Mishaps.

p. Develops command security policies and procedures in accordance with AFR 125-1, Security Police Activities.

q. Evaluates AFIA unit security program for capability to protect resources and provide a secure environment in accordance with AFR 125-37, The Resources Protection Program.

r. Evaluates AFIA unit information and personnel security programs for effectiveness of classified material handling procedures; personnel security access controls; and security education in accordance with AFR 205-1, Information Security Program, and AFR 205-32, Personnel Security Program.

s. During wartime or contingencies, AFIA/IG:

(1) Maintains a modified inspection capability depending upon the circumstances.

(2) Investigates and provides timely information on any situation of interest to the commander.

(3) Upon request, provides assistance to AFIA staff activities and subordinate commands in resolving problems resulting from the implementation of post M-Day plans.

(4) Resumes, when circumstance permits, normal functional responsibilities.

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HQ AFIA

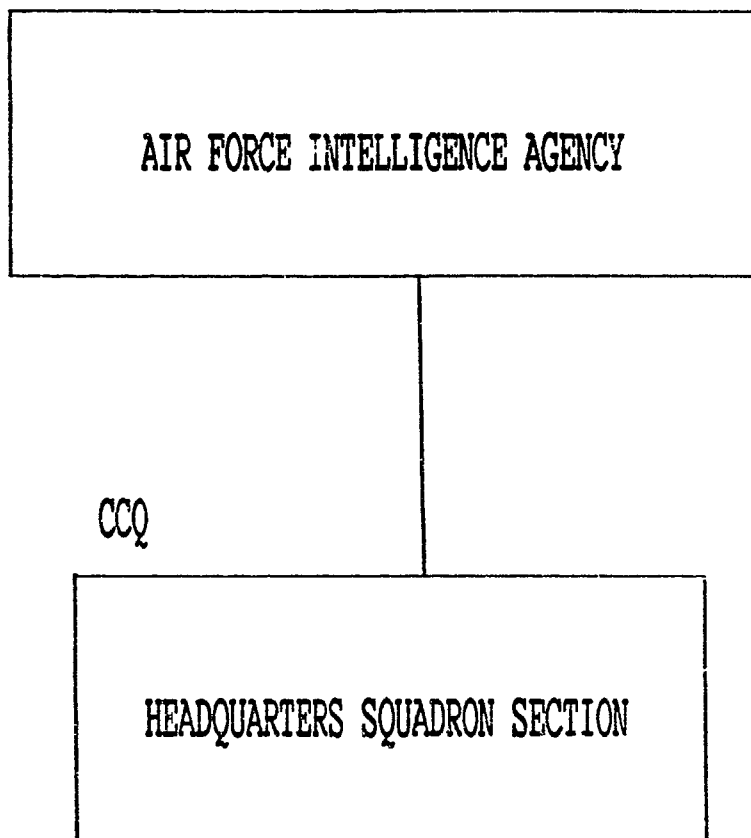


Figure 4-1. Headquarters Squadron Section Organizational Chart.

SECTION D -- HEADQUARTERS SQUADRON SECTION (CCQ)**4-1. Organizational Structure. See Figures 4-1.**

4-2. HQ AFIA/CCQ Mission. AFIA/CCQ provides administrative and personal support to individuals assigned to the Air Force Intelligence Agency, and Air Staff personnel (USAF/IN). AFIA/CCQ also provides limited support to AFSAC, and AFSAC Dets 21, 22, and 23.

4-3. Responsibilities of the Commander and First Sergeant. The Commander and First Sergeant will:

- a. Counsel individuals on personal problems and administer any non-judicial or administrative action required, including Article 15s and Letters of Reprimand.
- b. Conduct orientation briefings for new members.
- c. Supervise unit administrative activities. Assist with Commander's Call. Develop, explain and distribute policy.
- d. Visit unit members who are hospitalized.
- e. Schedule psychological evaluations, referrals to Social Actions, and directed urinalysis testing.
- f. Provide for the morale, welfare, and discipline of AFIA personnel, and appoint personnel to military councils and committees.
- g. Provide First Sergeant support to the Commander, AFSAC.
- h. Serve as the trusted agent for the Air Force Drug Screening (AFDS) Urinalysis Program.

4-4. Responsibilities of Unit Administration. Unit Administration will:

- a. Administer the leave program for AFIA and USAF/IN personnel.
- b. Administer the Individualized Newcomer Treatment and Orientation (INTRO) program.
- c. Administer the Weighted Airman Promotion System (WAPS) testing program.
- d. Prepare duty rosters for Fort Belvoir and Bolling Air Force Base.
- e. Prepare and process requests for subsistence, and separate rations.
- f. Administer the unit promotion program.

g. Prepare personnel status reports and process personnel rosters including immunization, dental, physical, records review, quality force, locator, alpha, Good Conduct Medal and Air Force Longevity Ribbon.

h. Monitor the Dependent Care Responsibility Program.

i. Prepare the unit strength report.

j. Administer the APR/OER program including the establishment of suspenses/quality control for AFIA and USAF/IN.

k. Manage the unit OJT program, enrollment and testing on ECI/CDC's, and documentation of ancillary training.

l. Conduct USAF/IN-AFIA Airman, NCO, Senior NCO and Company grade officer of the quarter/year programs.

m. Administer the Weight Management and Physical Fitness Program, including semi-annual weigh-ins, identification and placement into the WMP, and physical fitness testing.

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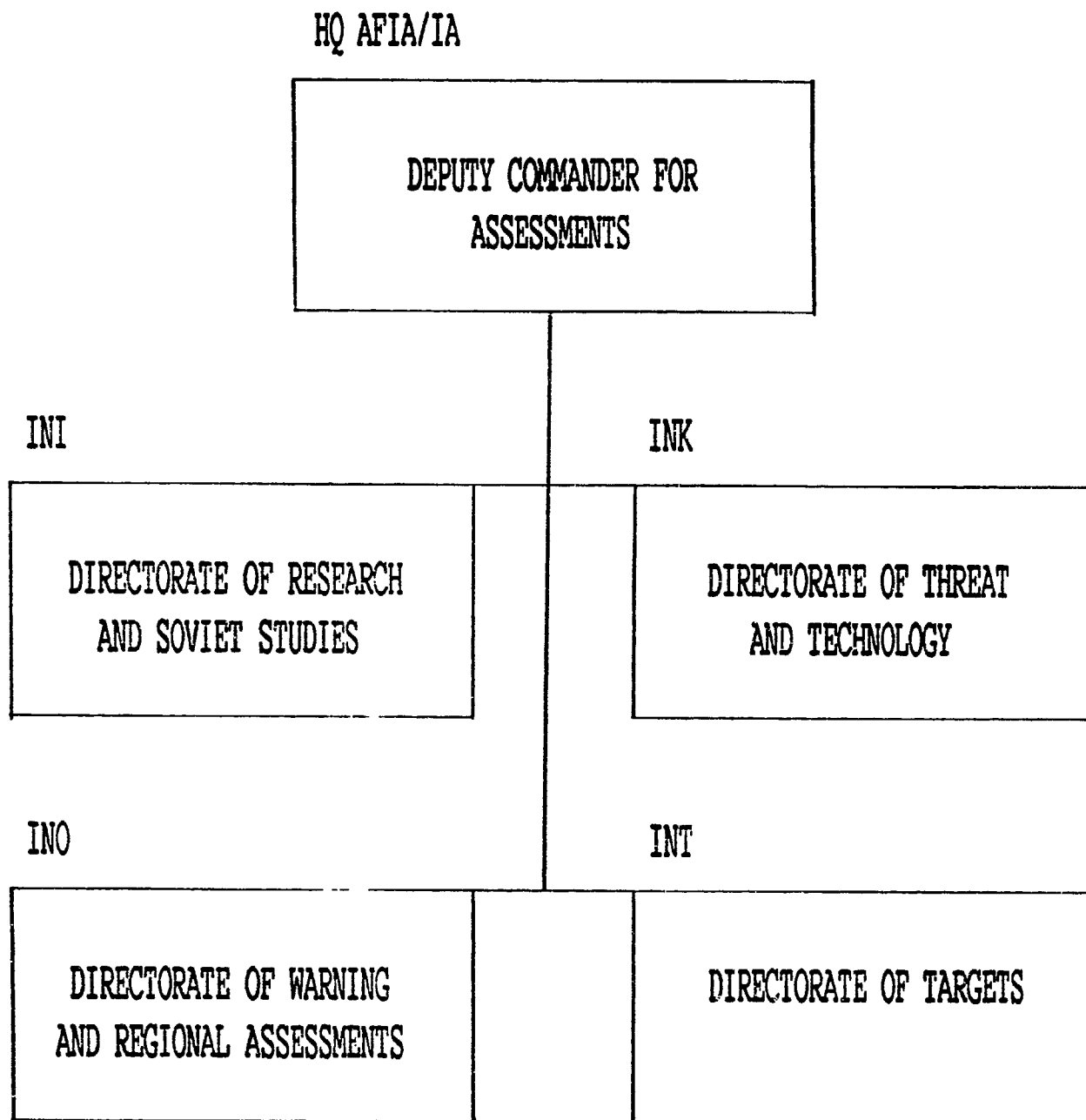


Figure 5-1. Deputy Commander for Assessments Organizational Chart.

SECTION E -- DEPUTY COMMANDER FOR ASSESSMENTS (IA)

5-1. Organizational Structure. See Figure 5-1.

5-2. HQ AFIA/IA Mission: The Deputy Commander for Assessments is responsible for the overall management of substantive intelligence production within AFIA in support of the Secretary of the Air Force, Chief of Staff, Air Force, and Air Staff and MAJCOM planners. Supervises Air Force participation in Joint and Director of Central Intelligence committees which support the highest levels of national policy makers and planners.

5-3. Responsibilities Assigned:

- a. Acts as Commander when designated.
- b. Provides direct management over the following directorates:
 - (1) AFIA/INI, Directorate of Research and Soviet Studies.
 - (2) AFIA/INK, Directorate of Threat and Technology.
 - (3) AFIA/INO, Directorate of Warning and Regional Assessments.
 - (4) AFIA/INT, Directorate of Targets.
- c. Provides liaison between SAF/AQ and HQ USAF/IN-HQ AFIA.
- d. Represents HQ USAF/IN on the Intelligence Producer's Council.
- e. Manages the Production Enhancement Initiative program for the Air Force.
- f. Represents HQ USAF/IN on the Military Intelligence Board and in an observer status, on the National Foreign Intelligence Board, when designated, in the absence of the Assistant Chief of Staff, Intelligence (ACS/I), the Deputy Assistant Chief of Staff, Intelligence (DACS/I), and the AFIA Commander.
- g. Serves as quality control official on OERs, APRs, and civilian appraisals for the IA directorates.

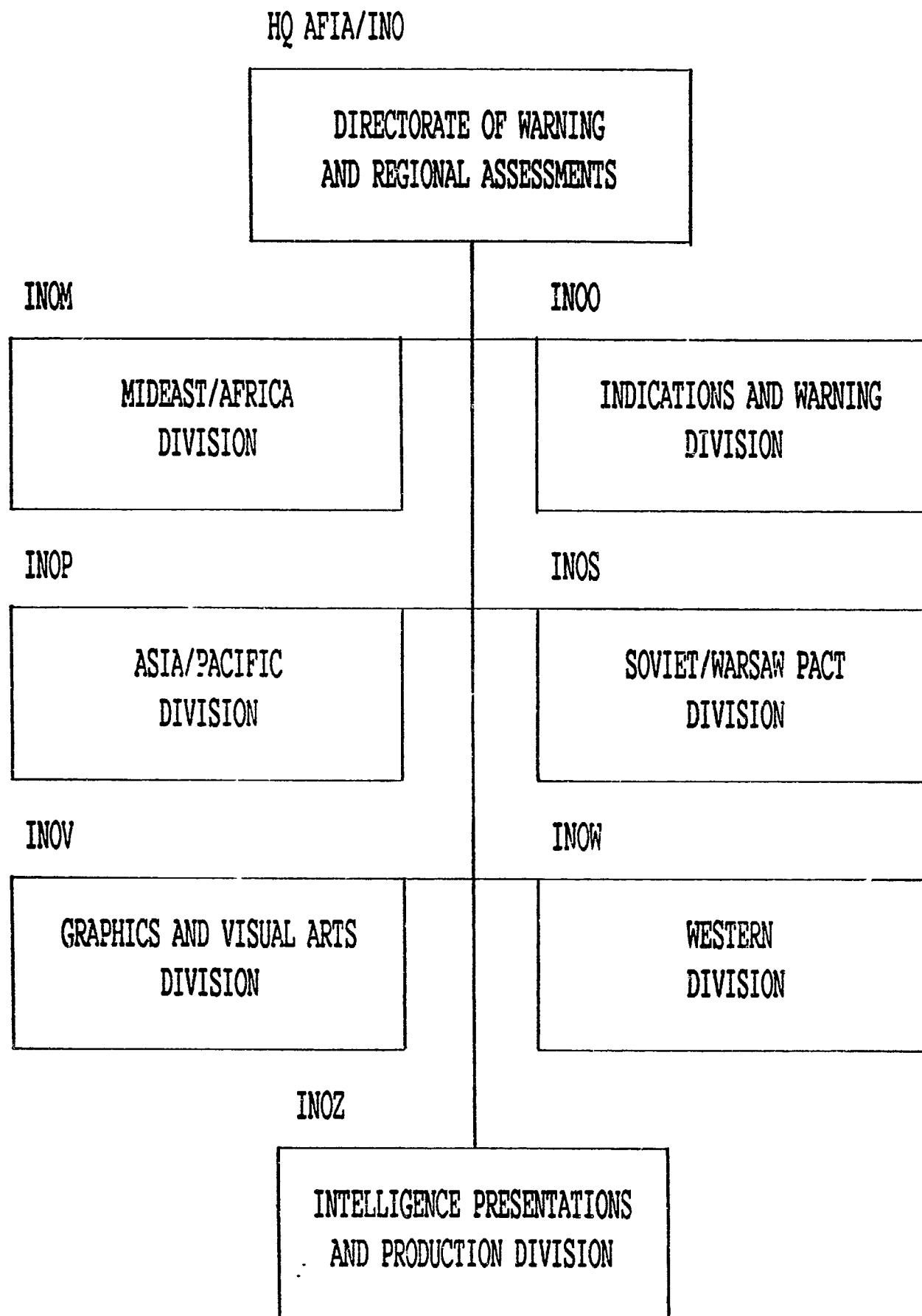


Figure 6-1. Directorate of Warning and Regional Assessments Organizational Chart.

SECTION F -- DIRECTORATE OF WARNING AND REGIONAL ASSESSMENTS (INO)

6-1. Organizational Structure. See Figure 6-1.

6-2. HQ AFIA/INO Mission. AFIA/INO keeps the Secretary of the Air Force, Air Force Chief of Staff, Air Force Assistant Chief of Staff Intelligence, and other Air Staff elements apprised of current intelligence pertaining to or affecting the Air Force world-wide mission. The directorate monitors, analyzes, and reports on hostile intent or actions against the US or its allies and on trends and implications of world-wide developments. Additionally, AFIA/INO prepares current and long-range intelligence assessments on military, political and economic developments in the Soviet Union, Eastern Europe, Western Europe, Middle East, Africa, Asia, and the Western Hemisphere.

6-3. Responsibilities of the Office of the Director (INO).

a. Directs and manages seven divisions concerned with alerting, reporting, and presenting timely current intelligence to the Assistant Chief of Staff/Intelligence (ACS/I), the national intelligence community, Air Force and other military services, and users in the field. Additionally responsible for world-wide substantive regional current and long-range intelligence production in support of the Air Force Chief of Staff (CSAF), Secretary of the Air Force (SECAF), and ACS/I.

b. Alerts and updates the ACS/I and top-level decision-makers on situations of concern to US interests.

c. Analyzes indications of potential hostile activities against the US and its allies and takes appropriate alerting steps.

d. Provides intelligence support to the CSAF and SECAF when they are travelling.

e. Represents the ACS/I and Air Force at various national-level intelligence conferences and committee meetings.

f. Responsible to AFIA/CC, ACS/I, CSAF and SECAF on all substantive regional intelligence issues.

g. Plans and coordinates intelligence production schedules.

h. Develops and implements short-term and long-term directorate goals and objectives.

i. Provides guidelines on organization and evaluation of personnel career development and training activities.

j. Serves as AFIA functional manager for Indications and Warning.

k. Manages the AFIA collection management office.

6-4. Responsibilities of the Indications and Warning Division (INOO).

- a. Reviews all-source intelligence and determines the impact on US Air Force operations worldwide.
- b. Provides a 24-hour, seven-day-a-week alerting service immediately responsive to HQ USAF and MAJCOM requirements for intelligence pertinent to crises or potential crises.
- c. Participates in DOD Indications and Warning systems planning and serves as USAF/IN-AFIA functional manager for Indications and Warning.
- d. Identifies need for quick-reaction support by elements of HQ USAF and USAF field organizations to obtain information pertinent to current situations which threaten or which could involve the commitment of USAF forces.
- e. Maintains liaison with the Defense Intelligence Agency, National Security Agency, Central Intelligence Agency, and other intelligence activities to provide the Air Force with information regarding impending hostilities as well as with other current intelligence that may impact on US Air Force interests.
- f. Serves as the OPR within Air Force Intelligence for the National Operations and Intelligence Watch Officers' Net and participates in crisis working groups when activated.
- g. Serves as OPR for intelligence support to the HQ USAF Contingency Support Staff.
- h. Provides intelligence support to the Air Force Emergency Operations Center during crises requiring relocation of personnel.

6-5. Responsibilities of the Mideast/Africa Division (INOM).

- a. Directs and supervises two branches: Middle East Branch and Africa Branch.
- b. Prepares and presents all-source intelligence briefings as well as assessments and long-range intelligence estimates on the Middle East and African military forces, as well as on political and economic developments.
- c. Produces daily intelligence briefings, reports, and staff papers in support of the CSAF, SECAF, ACS/I, and USAF MAJCOMs.
- d. Represents the ACS/I on Air Force and inter-agency committees and working groups dealing with the Middle East and Africa.

e. Participates in preparing and coordinating National Intelligence Estimates, Inter-agency Intelligence Memoranda, and Defense Intelligence Estimates on the Middle East and Africa.

f. Supports CSAF and Air Staff requirements concerning foreign and high-level official visits within the division's area of responsibility.

g. Participates in developing USAF plans and programs and reviews the estimative intelligence aspects of departmental, joint, unified and specified commands' plans and programs.

6-6. Responsibilities of the Asia/Pacific Division (INOP).

a. Directs and supervises two branches: North Asia Branch and Southeast Asia Branch.

b. Prepares and presents all-source intelligence briefings as well as assessments and long-range intelligence estimates on Asian military forces and political/economic developments.

c. Produces daily intelligence briefings, reports, and staff papers in support of the CSAF, SECAF, ACS/I, and USAF MAJCOMs.

d. Represents the ACS/I on USAF and inter-agency committees and working groups dealing with Asia.

e. Participates in preparing and coordinating National Intelligence Estimates, Inter-agency Intelligence Memoranda, and Defense Intelligence Estimates on the Asian Area.

f. Supports CSAF and Air Staff requirements concerning foreign and high-level official visits within the division's area of responsibility.

g. Participates in developing USAF plans and programs and reviews the estimative intelligence aspects of departmental, joint, unified and specified commands' plans and programs.

6-7. Responsibilities of the Soviet/Warsaw Pact Division (INOS).

a. Directs and supervises two branches: Tactical Forces/Military-Political Branch and Strategic Forces Branch.

b. Prepares and presents all-source intelligence briefings as well as assessments and long-range intelligence estimates on Soviet/Warsaw Pact military forces and political/economic developments.

c. Produces daily intelligence briefings, reports, and staff papers in support of the CSAF, SECAF, ACS/I, and USAF MAJCOMs.

d. Represents the ACS/I on USAF and inter-agency committees and working groups dealing with the Soviet Union/Warsaw Pact.

e. Participates in preparing and coordinating National Intelligence Estimates, Inter-agency Memoranda, and Defense Intelligence Estimates on the Soviet/Warsaw Pact area.

f. Supports CSAF and Air Staff requirements concerning foreign and high-level official visits within the division's area of responsibility.

g. Participates in developing USAF plans and programs and reviews the estimative intelligence aspects of departmental, joint, unified and specified commands' plans and programs.

6-8. Responsibilities of the Western Division (INOW).

a. Directs and supervises two branches: Western Europe Branch and Latin America Branch.

b. Prepares and presents all-source intelligence briefings as well as assessments and long-range intelligence estimates on Western Europe and Latin American military forces and political/economic developments.

c. Produces daily intelligence briefings, reports, and staff papers in support of the CSAF, SECAF, ACS/I, and USAF MAJCOMs.

d. Represents the ACS/I on USAF and inter-agency committees and working groups dealing with Western Europe and Latin America.

e. Participates in preparing and coordinating National Intelligence Estimates, Inter-agency Intelligence Memoranda, and Defense Intelligence Estimates on Western Europe and Latin America.

f. Supports CSAF and Air Staff requirements concerning foreign and high-level official visits within the division's area of responsibility.

g. Participates in developing USAF plans and programs and reviews the estimative intelligence aspects of departmental, joint, unified and specified commands' plans and programs.

h. Performs liaison with foreign intelligence counterparts in Western Europe and Latin America.

6-9. Responsibilities of the Graphic/Visual Arts Division (INOV).

a. Provides audio-visual materials to support Air Force Intelligence memoranda, summaries, studies and briefings which inform decision-makers on intelligence matters.

b. Provides audio-visual services for intelligence-related presentations to other agencies as required (AF/XO, State Department, DIA, etc.).

c. Provides audio-visual personnel for JCS-sponsored exercises conducted in the Air Force Emergency Operations Center.

d. Provides a 16-hour, five-day-a-week graphics service.

e. Acts as the USAF/IN-AFIA and AFSAC point of contact for audio-visual matters.

f. Serves as the USAF functional manager for service-wide graphic facilities, computer graphics, television and secure video support, and photographic services/facilities.

6-10. Responsibilities of the Intelligence Presentations and Production Division (INOZ).

a. Prepares and presents intelligence briefings to the SECAF, CSAF, the Air Council, and Air Staff agencies.

b. Maintains and presents ACS/I distinguished visitor threat briefings and other special presentations.

c. Develops and publishes the Air Force Intelligence Morning Highlights, provided to Air Staff and national intelligence community agencies.

d. Develops and publishes the Air Force Intelligence Daily and Air Force Intelligence Weekly message products to USAF commands and field units.

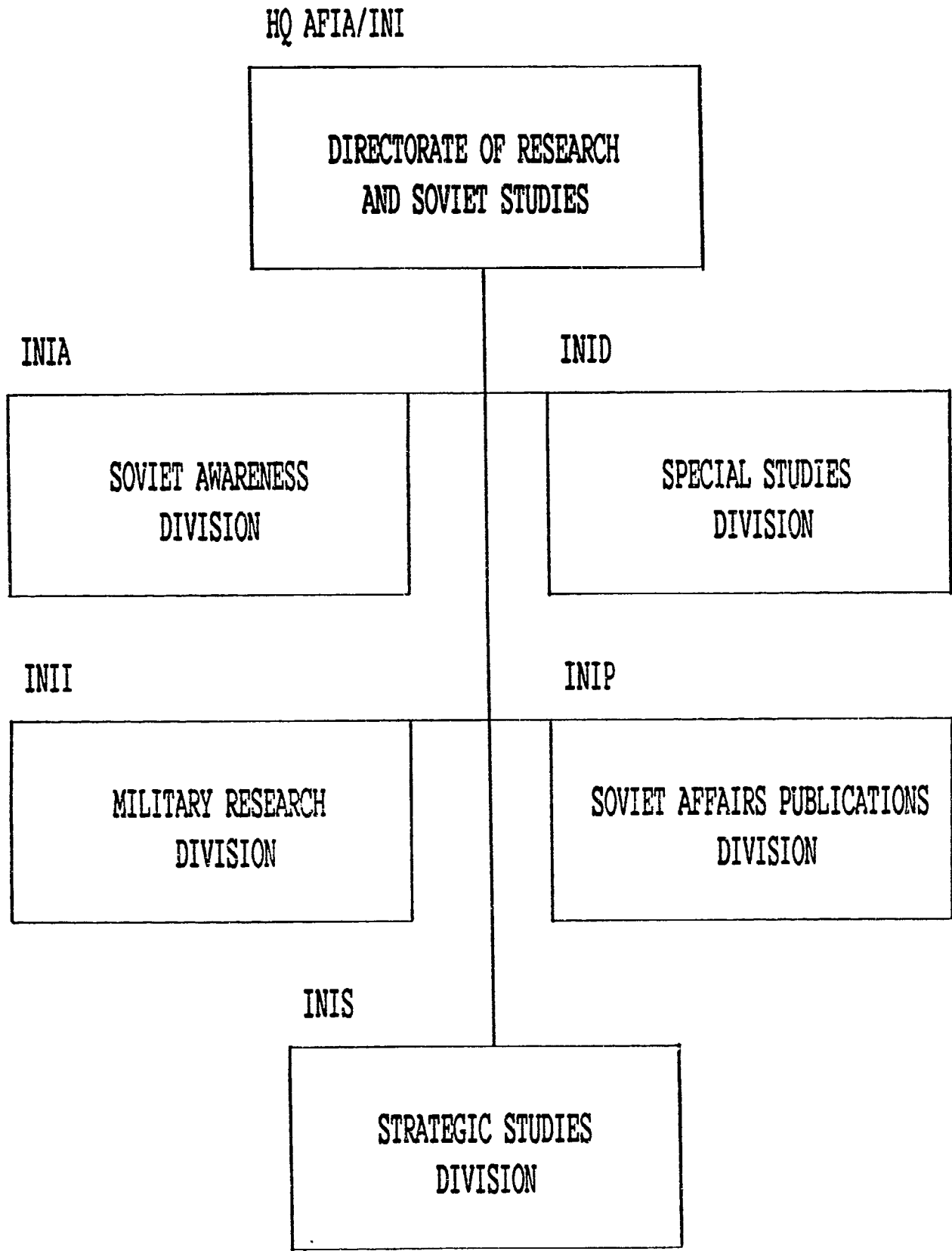


Figure 7-1. Directorate of Research and Soviet Studies Chart.

SECTION 6 -- DIRECTORATE OF RESEARCH AND SOVIET STUDIES (INI)**7-1. Organizational Structure. See Figure 7-1.**

7-2. HQ AFIA/INI Mission. AFIA/INI is the focal point within AFIA for all-source intelligence research and in-depth analysis of Soviet military forces and related military activities. The Directorate conducts the Soviet Awareness Program to provide Air Force members with an understanding of the Soviet military establishment and its doctrine. AFIA/INI also publishes translations of Soviet military publications in the "Soviet Military Thought" book series and the Soviet Press Selected Translations series. AFIA/INI is the focal point within Air Force Intelligence for the OSD-directed Competitive Strategies efforts and also provides multi-source intelligence analysis and reporting of foreign denial and deception activities. The Directorate provides imagery analysis as well as SIGINT exploitation of foreign aerospace forces for use by the entire intelligence community.

7-3. Responsibilities of the Soviet Awareness Division (INIA).

a. Conducts continuous research in the disciplines of Soviet ideology, economics, military-political affairs, doctrine, strategy and employment concepts. Evaluates findings as they relate to, impact on, and influence the US Air Force. Selects the proper material for the Air Force Soviet Awareness Program.

b. Prepares, maintains, and conducts the 5-day program of presentations, "Soviet Military Power Week," (AFIA-001, AFM 50-5 (PDS Code YLP)).

c. Prepares, maintains, and conducts 1-day orientations on "Soviet Military Power" for senior officers and other special groups, such as each year's Brigadier General Orientation, members of Congress, the JCS, and other service staffs.

d. Prepares, maintains, and conducts Soviet Awareness Programs in temporary duty status at US Air Force bases worldwide.

e. Prepares, maintains, and conducts Spanish-language Soviet Awareness Program, Latin America Soviet Awareness Team (LASAT), in temporary duty status at selected Latin American countries in support of Secretary of Air Force's "Look South" initiative.

f. Assembles, maintains, and conducts tours of a display of Soviet artifacts.

g. Establishes and maintains an ongoing data base as required to ensure currency of material included in the presentations.

h. Directly supports Air Force and joint service officer professional military education schools and training classes by presenting a formal portion of the syllabus for each class.

i. Supports programs for civic leaders as requested by Air Force Public Affairs subject to ACS/I approval and regularly scheduled Air Force priorities.

7-4. Responsibilities of the Soviet Affairs Publications Division (INIP).

a. Critically reviews authoritative and influential Soviet writings on military doctrine, strategy, operational art, and tactics. Recommends key monographs to the ACS/I for approval for publication in the "Soviet Military Thought" book series. Publishes a "For Official Use Only" book series. Translates, edits and publishes the eight volume Soviet Military Encyclopedia.

b. Directs translation of selected materials into English.

c. Edits all translations to ensure accuracy and readability.

d. Coordinates with the USAF Directorate of Information Management and Administration (SAF/AADP) on publication procedures.

e. Supervises manuscript editing, galley proofs, and page proofs.

f. Monitors status of selected materials through the publication cycle.

g. Coordinates copyright matters with the Patent Division, Office of the Judge Advocate General, USAF, and the Soviet All-Union Copyright Agency (VAAP).

h. Selects and directs translation of topical Soviet writing for publication in the bi-monthly compendium Soviet Press Selected Translations.

i. Supports, as directed, the Air Staff, Office of the Secretary of Defense, Organization of the Joint Chiefs of Staff, and other agencies.

j. Participates in working groups devoted to planning machine translation and machine-assisted translation efforts, as required.

k. Participates in working groups devoted to correct conceptual translation of specialized military and technical terminology.

l. Manages a technical information data base, consisting of English and Russian language original source materials (books, magazines, newspapers).

m. Provides research support to the other elements of the Directorate of Research and Soviet Studies, and other agencies upon request.

n. Compiles, maintains, and updates computer generated addressee listings for "Soviet Military Thought" book series and Soviet Press Selected Translations, and the FOUO book series.

7-5. Responsibilities of the Strategic Studies Division (INIS).

a. Serves as the focal point within Air Force Intelligence for the OSD-directed Competitive Strategies efforts.

b. Provides in-depth analysis for the Director in support of the Soviet Awareness Program.

c. Produces assessments and studies for the ACS/I, identifying Soviet vulnerabilities during peace and wartime.

d. Analyzes Soviet military doctrine and strategy and relates it to demonstrated military and war-fighting capabilities.

e. Studies the contributions of economic, political and military factors for war-fighting capabilities.

f. Analyzes military and nonmilitary developments in the USSR to determine possible trends which may impact Soviet capabilities.

g. Maintains contact with other Air Staff offices, such as Check-mate, to ensure these offices benefit from the latest intelligence assessments on Soviet war-fighting capabilities.

h. Maintains professional contact with Soviet/Warsaw Pact specialists in government, industry and academia in support of analysis of Soviet war-fighting capabilities.

i. For the Directorate, INIS:

(1) Prepares briefings, studies, estimates, and assessments on Soviet war-fighting capabilities to support efforts in the area of Studies in Communists Affairs.

(2) Develops assessments of Soviet war-fighting capability to support the Soviet Awareness briefing program.

(3) Represents the directorate at meetings and conferences concerning Soviet military and war-fighting capabilities.

(4) Serves as the focal point for all non-technical contract research efforts, including RAND studies.

7-6. Responsibilities of the Special Studies Division (INID).

a. USAF executive agent and ACS/I's designated representative for foreign denial and deception (D&D) intelligence.

b. Provides imagery and exploitation support to Air Staff/AFIA analysts and elements/commands not having organic imagery capabilities.

c. Provides D&D intelligence support, based on all-source analysis, to the Air Staff, intelligence community and national security policy planners.

(1) Provides D&D awareness briefings as warranted to the Secretary of the Air Force, Air Force Chief of Staff, MAJCOMs, Service Schools, CIA, DIA, NSA and others.

(2) Publishes the USAFINTEL 500-series of hardcopy documents which describes and illustrates the analysis of D&D events and issues of interest to a variety of consumers.

(3) Produces the bimonthly electrical message, Highlights in Denial and Deception Intelligence (HIDDIN) describing current D&D issues and events of interest to the operational and intelligence community.

d. Provides support to AF/XO in directing the integration of deception into USAF operations.

(1) Is the USAF/IN-AFIA POC for tactical-deception (TAC-D) planning.

(2) Trains TAC-D officers on foreign D&D issues and techniques.

(3) Assists in the evaluation of TAC-D exercises and demonstrations.

(4) Assists in writing TAC-D doctrine and in the selection of TAC-D techniques for employment.

e. Develops, tests and evaluates advances in technology to improve methods of detecting and analyzing foreign D&D.

7-7. Responsibilities of the Military Research Division (INII).

a. Performs long term analysis of:

(1) Soviet military force employment, doctrine, strategy, and operational art.

(2) Soviet and Warsaw Pact command, control and communications (C³).

(3) Foreign intelligence capabilities.

b. Maintains data bases directly related to exploitation of SIGINT on Soviet/Warsaw Pact aerospace forces.

c. Represents Air Force intelligence interests at NSA on substantive matters, including close liaison with analysts.

d. Produces recurring and as-required reports and briefings as directed and as indicated by analysts, including:

- (1) Foreign Intelligence Factbook(as required).
- (2) Worldwide Offensive Missile Operations (semi-annually).
- (3) Soviet Offensive Missile Launches (monthly).
- (4) Soviet Military Airlift Support to Third World Countries (annually).
- (5) Red C³ (recurring briefing).

e. Provides direct support regarding Foreign Intelligence capabilities to the Deputy Chief of Staff for Plans and Operations (AF/XO).

f. Provides SIGINT support and backup on aerospace-related matters for US Air Force inputs to National Intelligence Estimates (NIE's) and other Intelligence Community documents.

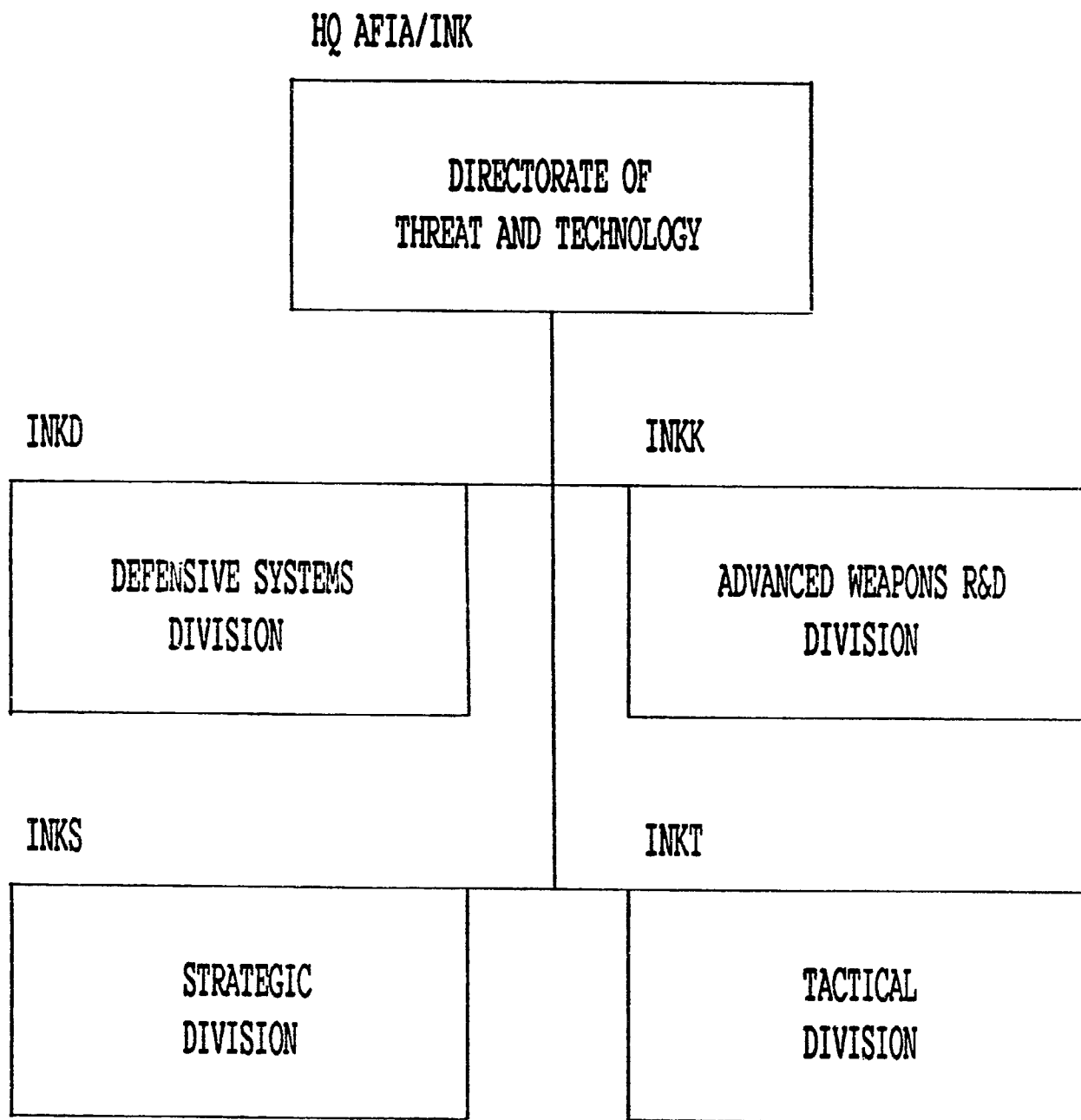


Figure 8-1. Directorate of Threat and Technology Organizational Chart.

SECTION H -- DIRECTORATE OF THREAT AND TECHNOLOGY (INK)

8-1. Organizational Structure. See Figure 8-1.

8-2. HQ AFIA/INK Mission. HQ AFIA/INK provides intelligence support to the weapon systems acquisition process, the Air Force Secretariat, and the Air Staff. Monitors, coordinates, and provides guidance on USAF scientific and technical intelligence production. Represents Air Force Intelligence in a variety of national, defense, and service forums. Maintains the Air Force Intelligence Library.

a. Ensures the integration of intelligence into the process of weapon systems acquisition and force structure development; participates in the drafting, review, and evaluation of studies which affect weapon systems acquisition and force structure to ensure threat assessments are fully and accurately considered; implements DOD directives relative to intelligence support to the weapon systems acquisition process; represents USAF/IN at meetings of the Force Structure Committee, Air Force Board Structure panels, and threat working groups which support weapon systems acquisition and force structure development.

b. Under the aegis of the National Foreign Intelligence Board (NFIB) and the Defense Intelligence Agency (DIA), prepares and coordinates national and joint estimates on foreign force capabilities and performance; represents the ACS/I on National Intelligence Estimates, interagency Intelligence Memoranda, Defense Intelligence Estimates, and other Intelligence Community and joint products dealing with global military and technical capabilities.

c. Represents the ACS/I and USAF in Intelligence Community committees and study/working groups such as the Weapon and Space Systems Intelligence Committee, the Joint Atomic Energy Intelligence Committee, the Technology Transfer Intelligence Committee, and their respective subcommittees and working groups.

d. Monitors, coordinates, approves, and provides guidance on scientific and technical (S&T) intelligence production by USAF intelligence agencies; prepares integrated all-source S&T intelligence estimates on foreign weapon systems and foreign military research and development efforts; requests production of national S&T intelligence required by USAF; initiates and reviews all-source technical intelligence collection requirements to satisfy S&T intelligence needs and monitors satisfaction of requirements.

e. Provides threat inputs to Congressional testimony and responds to Congressional queries and requests for substantive intelligence support.

f. Provides intelligence support needed for war-gaming and other quantitative analyses.

g. Validates contractor requirements for intelligence and other threat data for use in analytical studies. Assists contractors performing Air Force-related studies.

h. Takes part in developing USAF plans and programs; reviews the intelligence threat aspects of departmental, joint, and unified and specified commands' plans and programs, as required; contributes to the Air Force-wide Mission Area Analysis and serves on the Munitions Working Group.

i. Prepares and presents intelligence briefings to the Air Force Chief of Staff, the Secretary of the Air Force, and their staffs; and to DOD and interdepartmental groups.

j. Develops and coordinates Air Force intelligence positions on arms control issues and advises senior Air Force leadership of Soviet intentions and capabilities under proposed arms control scenarios.

k. Reviews munitions cases and export control of sensitive technologies for the Assistant Vice Chief of Staff.

l. Maintains and operates the Air Force Intelligence Library for the Air Force; validates requirements for Air Force collateral intelligence publications accounts; coordinates and supervises the dissemination activities of Air Force elements; provides research support to intelligence offices and contractors working under an Air Force contract.

8-3. Responsibilities of the Office of the Director (INK).

a. Directs and manages four divisions and the Air Force Intelligence Library in the accomplishment of the directorate mission, providing intelligence support to the Commander, Air Force Intelligence Agency; the Assistant Chief of Staff, Intelligence (ACS/I); the Air Staff; and the major air commands.

b. Supervises Det 1, HQ AFIA, which provides threat support to the Air Force Electronic Warfare Center, and AFIA OL-AF, which provides threat support to the Air Force Operational Test and Evaluation Center.

c. Represents the Air Force and/or the ACS/I in several groups, including Director of Central Intelligence groups such as the Joint Atomic Energy Intelligence Committee, and in Air Force forums such as the Force Structure Committee of the Air Force Board Structure.

8-4. Responsibilities of the Strategic Division (INKS). INKS discharges responsibilities outlined in para 8-2, a-j, above relative to strategic missile systems, strategic aerodynamic systems, and space programs.

8-5. Responsibilities of the Tactical Division (INKT). INKT discharges responsibilities outlined in para 8-2, a-i, above relative to tactical air and ground forces.

8-6. Responsibilities of the Defensive Systems Division (INKD). INKD discharges responsibilities outlined in para 8-2, a-i, above relative to surface-to-air missile systems, electronic systems, and nuclear and directed-energy weapons.

8-7. Responsibilities of the Advanced Weapons R&D Division (INKK).

- a. Provides all-source intelligence threat support to special access required (SAR) programs.
- b. Sponsors special study groups on high-interest SAR subjects.
- c. Manages the security, control, exploitation, and analysis of specially caveated intelligence.

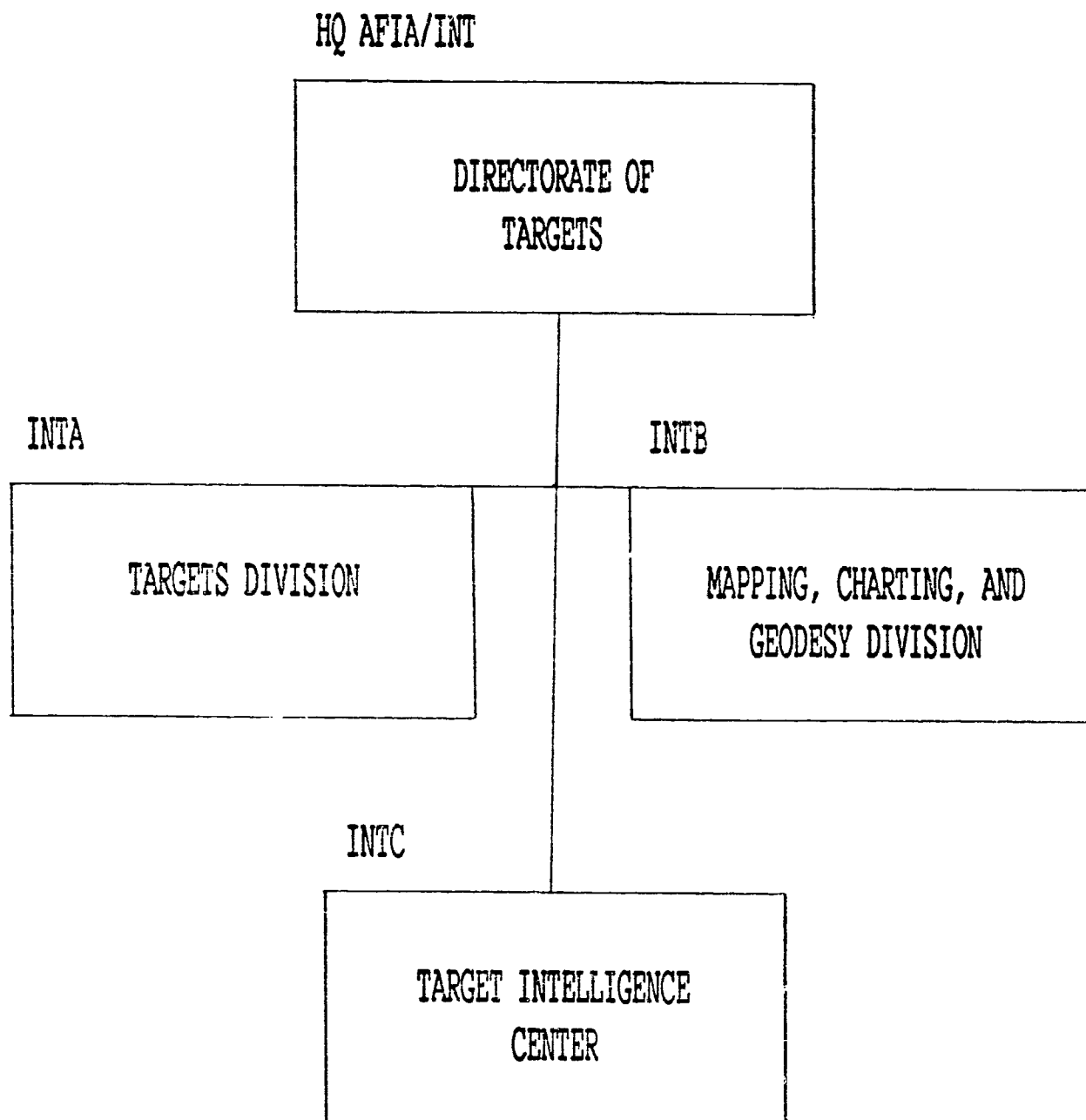


Figure 9-1. Directorate of Targets Intelligence Organizational Chart.

SECTION I -- DIRECTORATE OF TARGETS (INT)**9-1. Organizational Structure. See Figure 9-1.**

9-2. HQ AFIA/INT Mission. AFIA/INT, through the Assistant Chief of Staff, Intelligence, serves as the Air Staff executive agent for matters concerning the full range of targeting issues including target development, weaponeering, target materials, and mapping, charting, and geodesy (MC&G). AFR 200-16, Air Force Targeting, is the definitive authority for the targeting mission. MC&G authorities are defined in AFR 96-3, Ordering and Stocking Maps, Charts, and Related Materials and AFR 96-9, How to Establish Requirements for Maps, Charts, and Related Products and Services.

9-3. Responsibilities of the Targets Division (INTA).

a. Serves as the Air Force Intelligence point of contact for all targeting issues to include reviewing and commenting on:

(1) All Air Force policy and guidance papers, doctrine and tactics, manuals, and studies which address or have potential impact on targeting.

(2) All Statements of Operational Need (SON), System Operational Concepts (SOC), Program Management Directives (PMD) and similar joint documents dealing with intelligence, weapons, and other systems and functions having a potential impact on US Air Force targeting.

(3) Targeting aspects of operational plans as required.

(4) National Command Authority, DOD, and JCS policy and guidance papers from a targeting perspective.

b. Provides targeting and weaponeering expertise to all Air Staff crisis contingency teams.

c. Provides functional expertise on targeting to assist Air Force manpower, personnel, training, and budgetary managers exemplified through membership on the HQ USAF/IN Program Review Group.

d. Represents the Air Staff at inter-agency functions which address targeting and serves as the Air Staff focal point with defense agencies on target intelligence matters.

e. Represents HQ USAF/IN on the Joint Technical Coordinating Group for Munitions Effectiveness (JTCEG/ME), the Joint Munitions Effectiveness Manual (JMEM) working groups, the DOD Target Materials Steering Group, and DIA Military Services Intelligence Working Group on terrorist-related facilities.

f. Serves as the Air Force focal for:

(1) Interface with the US Army Nuclear and Chemical Agency for the joint production of AFP 200-31.

(2) The development of joint or combined targeting doctrine, concepts, and procedures.

h. Coordinates and promotes standardization throughout the Air Force, the Services, and US allies for major targeting and weaponeering data bases, capabilities, equipment, and target materials.

i. Serves as office of primary responsibility of AFR 200-16, AFR 200-17, AFR 200-18, AND AFP 200-31.

j. Sponsors or hosts the annual USAF Target Intelligence Conference to improve worldwide targeting capabilities and promote the targeting profession.

9-4. Responsibilities of the Mapping, Charting, and Geodesy (MC&G) Division (INTB).

a. Develops, recommends, reviews, and coordinates Air Staff, Joint Staff, unified and specified command, and defense agency plans, programs, policies, and positions that relate to MC&G, including, but not limited to, the JSCP Annex G, JSPD Annex E, Joint Master Navigation Plan, DMA Joint Manpower Program, OPLAN and CONPLAN Annex M, target materials, flight information matters and geographic information and documentation.

b. Maintains liaison with and conducts periodic visits to MAJCOMs, SOAs, and other military services and defense agencies on matters related to MC&G and geophysics.

c. Provides US Air Force representation on national and international MC&G groups to make sure national and Air Force interests are represented. Serves on the Air Standardization Coordination Committee Working Party 64. Takes part in other working groups as directed.

d. Monitors Air Force officer and enlisted cartographic geodetic career fields. Monitors Air Force MC&G manpower and personnel resources and advises AFMPC on career development and assignment actions. Monitors or manages accession, classification, utilization, education, and training of US Air Force personnel in those career fields.

e. Collaborates with the Air Force Intelligence Plans and Systems Directorate (USAF/INX) in the development and application of intelligence collection, exploitation, and dissemination systems to support MC&G production and product exploitation.

f. OPR for AFR 96-3 and contributes MC&G expertise to other Air Force publications as necessary. Coordinates for the Department of the Air Force on DMA instructions relating to standard products and production.

g. Supports a semiannual USAF MC&G Conference that acts as an open forum for discussion of command requirements and for necessary exchange of information.

- h. Conducts production status meeting on standing or ad hoc basis to address Air Force concerns on MC&G production support provided to Air Force organizations by Air Force contractors and/or DMA.
- i. Evaluates the utility and quality of MC&G products and services provided by DMA. Recommends inspection items to appropriate inspection agencies as requested or necessary. Acts as program counterpart office for established programs with MC&G interests.
- j. Conducts product reviews as necessary.
- k. Reviews SONS, SORDs, SOCs, PMDs and other system acquisition documentation as necessary to ensure MC&G impacts are adequately addressed, including PE 63259F (Cartographic Applications for Tactical and Strategic Systems). Coordinates and validates MC&G requirements for new products submitted by MAJCOMs and SOAs. Identifies and explains new MC&G requirements to MAJCOMs and SOAs, as well as the requirements for developing associated plans and programs.
- l. Coordinates and validates current and projected requirements for new or modified MC&G products and services to support RDT&E activities, and new weapon operations and supporting techniques.
- m. Conducts periodic reviews and assesses responsiveness of DMA to Air Force requirements.
- n. Develops specifications for new or modified MC&G materials to include target materials and flight information matters.
- o. Conducts technical interchange meetings on a standing or ad hoc basis to address Air Force concerns on MC&G technical support provided to Air Force organizations by Air Force contractors and/or DMA.
- p. OPR for AFR 96-9 and contributes MC&G expertise to other Air Force publications as necessary. Coordinates for the Department of the Air Force on DMA instructions relating to new requirements definition and validation.

9-5. Responsibilities of the Target Intelligence Center (INTC).

- a. A multipurpose organization consisting of integrated active force personnel and reserve mobilization augmentees providing support to peacetime Air Staff manning, equipment, and training requirements as well as specialized support for contingency or wartime operations as necessary.
- b. Tests and evaluates targeting concepts, methodologies, and or supporting target materials and data bases.

c. Tests targeting-related computer hardware and software for Intelligence Data Handling systems (IDHS) in a controlled environment prior to field deployment.

d. Acts as a critical USAF repository for selected targeting and MC&G data to support special Air Force planning activities and operations efforts.

e. Acts as program and resource manager for targeting Intelligence Mobilization Augmentees (IMAs) in the Air Force Intelligence Reserve (AFIR) program.

f. Develops and manages methodologies pertaining to target data base management, target validation and specialized target analysis applications.

g. Utilizes target information analysis, data integration, and weaponeering to support Air Staff and MAJCOM requirements.

h. Reviews and evaluates targeting in support of new missions.

i. Provides responsive targeting expertise to the entire Air Force including the Air Staff and major commands.

j. Provides targeting, weaponeering, and geographic information support expertise to Air Staff crisis and contingency teams.

k. Validates and manages, in coordination with HQ AFIA/INK, the Air Force Future Data Base (AFFDB).

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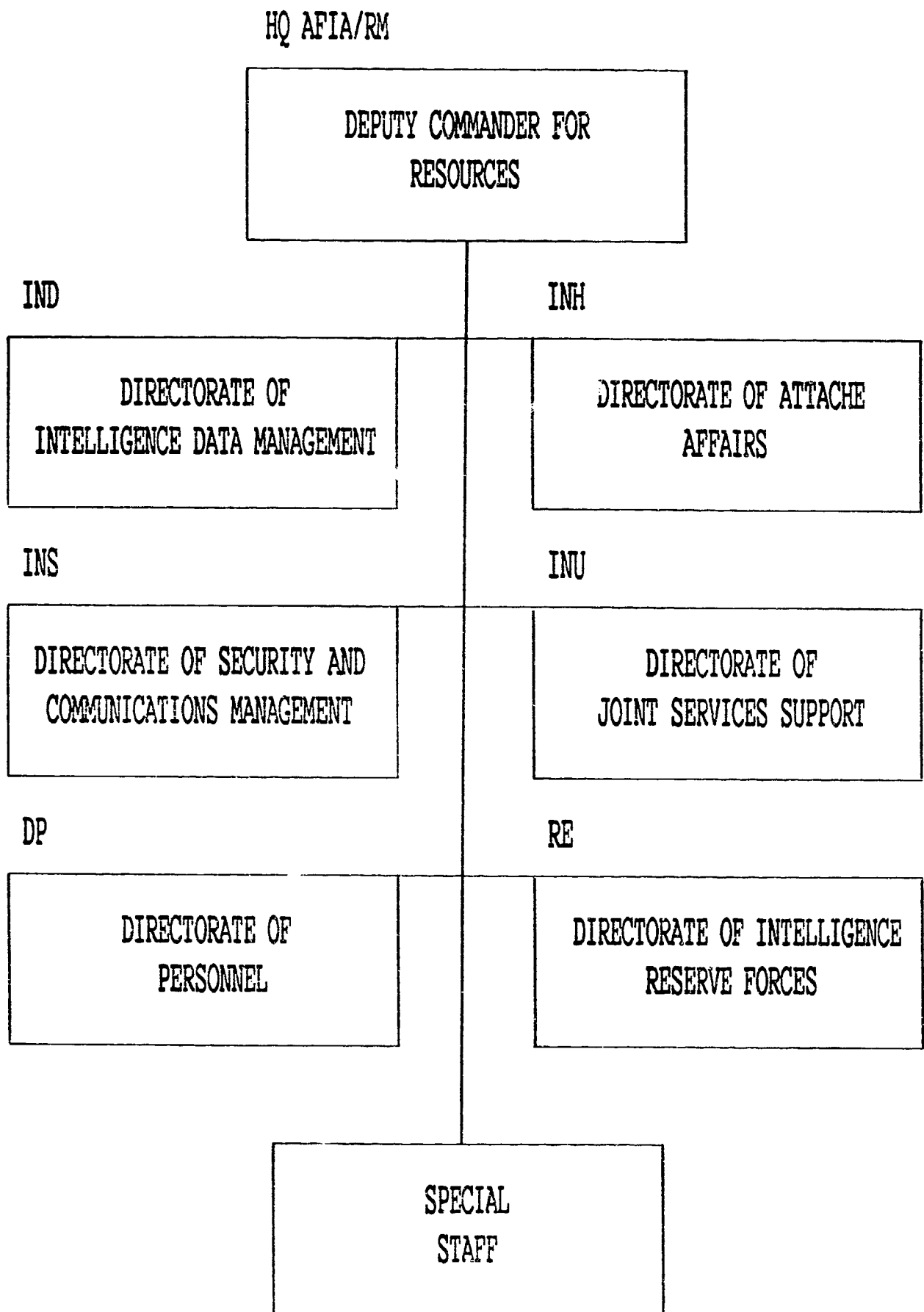


Figure 6-1. Deputy Commander for Resources Organizational Chart.

SECTION J -- DEPUTY COMMANDER FOR RESOURCES (RM)

10-1. Organizational Structure. See Figure 10-1.

10-2. HQ AFIA/RM Mission. The Deputy Commander for Resources is responsible for the overall management of resource support functions within AFIA. This includes providing selected support functions for all USAF/IN directorates. Also responsible for the day-to-day command and management functions for AFIA at Fort Belvoir Compound.

10-3. Responsibilities Assigned. AFIA/RM:

- a. Acts as Commander, when designated.
- b. Serves in the capacity of the AFIA Command Section for selected functions.
- c. Represents Commander on a day-to-day basis at Fort Belvoir and is responsible for overall management of AFIA Compound at Fort Belvoir.
- d. Directs/manages AFIA Special Staff.
- e. Recommends actions for the Commander on all AFIA discipline problems.
- f. Serves as quality control official on all OERs, APRs, and Civilian Appraisals for all RM directorates.
- g. Chairs AFIA Financial Management Board, recommends AFIA GDIP/POM priorities to CC, and oversees management of AFIA Operating Budget/Financial Plan.
- h. Chairs Computer Systems Requirements Board.
- i. Chairs civilian incentive awards and merit pay panels, Civilian Cost Management Committee, and selected civilian hiring panels, and makes recommendations to AFIA/CC.
- j. Chairs selected military awards and PME panels and makes recommendations to AFIA/CC.
- k. Manages Freedom of Information requests.
- l. Manages the Imprest Fund for AFIA.
- m. Manages Morale, Welfare, and Recreation accounts for all USAF/IN-AFIA units.
- n. Acts on public affairs matters for AFIA, and ensures publication of the AFIA magazine, the "Intelligencer."

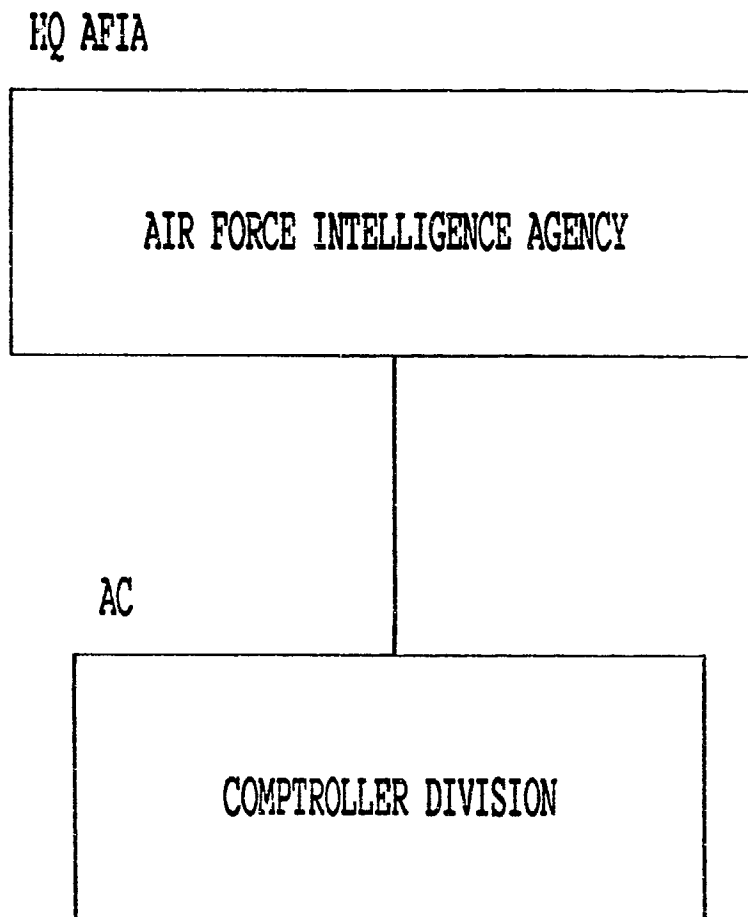


Figure 11-1. Comptroller Division Organizational Chart.

SECTION K -- COMPTROLLER DIVISION (AC)**11-1. Organizational Structure. See Figure 11-1.**

11-2. HQ AFIA/AC Mission. AFIA/AC provides budgetary and fiscal management, advisory and analytic services to the command, staff, and directorates on policies and procedures that pertain to resource management. Establishes information and financial control systems to assure efficient and timely management of command resources.

11-3. Responsibilities Assigned. AFIA/AC:

a. Maintains close liaison with the Air Staff on matters that relate to budget, accounting, and cost analysis for AFIA.

b. Coordinates command audit actions in response to the General Accounting Office and US Air Force Audit Agency.

c. Establishes procedures to assure continuity of comptroller services under general and limited war or other emergency conditions.

d. Establishes the resource management system (RMS) according to Department of Defense (DOD) and HQ US Air Force directives. Makes sure that financial committee management requirements are met. Provides necessary RMS training to resource managers and advisors.

e. Analyzes cost and economics on new command programs and projects to support alternative resource allocation decisions.

f. Establishes continuing program analyses to identify critical programs and evaluate resource management results.

g. Provides Intelligence Contingency Funds (ICF) to ICF managers Air Force-wide. Acts as the audit focal point for all ICFs. Conducts staff assistance visits to all ICF managers.

h. Establishes a command management assistance service. Performs studies for the commander and staff to promote increased organizational efficiencies.

i. Maintains a Commander's Information Program (CIP) to support executive planning and decision making. Establishes and maintains a data base to support the command program.

j. Assures an accounting structure consistent with command management and reporting requirements. Monitors and reviews command financial reports.

k. Coordinates command fiscal planning. Prepares command budget submissions and performs liaison with USAF Comptroller and other Air Staff elements of command fiscal requirements. This includes operations and maintenance, intelligence contingency funds, and procurement investment funds.

1. Monitors fiscal impact of host-tenant and inter-service support agreements.

m. Makes fiscal surveillance of command contractual services and procurement actions.

n. Coordinates manpower requirements for comptroller functional taskings within the command.

o. Formulates, coordinates, and executes command directives relative to resource allocation and financial management policies and procedures.

p. Distributes annual budget authorizations and quarterly allocations according to the command financial plan. Monitors the command budget to make sure it complies with legal and administrative requirements.

q. Manages and administers all appropriated funds and expense authority made available to AFIA.

r. Supervises fund administration and establishment of realignment of fund distribution to insure the most effective use of resources during emergency or wartime.

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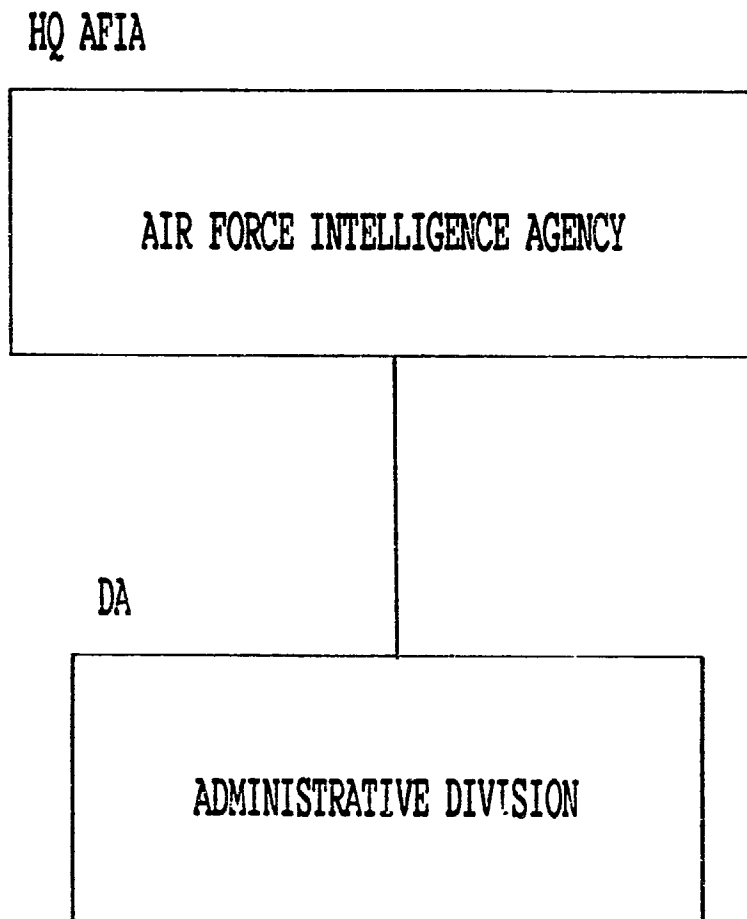


Figure 12-1. Administrative Division Organizational Chart.

SECTION L -- ADMINISTRATIVE DIVISION (DA)

12-1. Organizational Structure. See Figure 12-1.

12-2. HQ AFIA/DA Mission. To provide sound information and administrative management in support of the Air Force Intelligence Agency mission. This includes the policy that governs planning, programming, budgeting, training, evaluating, directing, promoting and managing of information in any form (written or electronic) throughout its life cycle (creation, collection, reproduction, distribution, retention and distribution) and used to conduct the general business of AFIA. The information management function excludes the acquisition and management of automatic data processing and telecommunications equipment.

12-3. Responsibilities Assigned. AFIA/DA:

a. Provides the Commander, AFIA advisory services on agency information management and administrative matters.

b. Carries out federal statutory and regulatory requirements; implements and monitors Air Force-wide policies governing information management and administration.

1. Establishes and implements policies, procedures, systems and standards that relate to publications and forms management, including their reproduction and distribution for HQ USAF/IN, AFIA, and AFSAC activities. (Publication and forms management includes forms design and maintaining standard publications libraries.)

2. Establishes and implements policies and standards according to Congressional Joint Committee on printing, regulation, and government paper specification for AFIA and AFSAC activities. (Printing management, includes maintaining printing budget, micropublishing management, duplicating management, and copying management.)

3. Establishes and implements policies according to the Public Printing and Documents Acts, the Freedom of Information Act, the Privacy Act, and regulations from the General Services Administration, Office of Management and Budget, the Attorney General of the United States, and the General Accounting Office. (This includes records management; granting access to and release of documents under the Freedom of Information Act and Privacy Act; For Official Use Only (FOUO) markings, protection and handling; setting fees; microfilm systems management; and authenticating documents.)

4. Establishes and implements policies, procedures, and standards that relate to administrative communications. (This includes mail distribution; message distribution; communications management; integrated Air Force addressing system; administrative orders; terminology standardization and abbreviation control; and, postal liaison.)

c. Holds collateral responsibility, together with Personnel, for accession, training, classification, utilization, and career development of Command administrators.

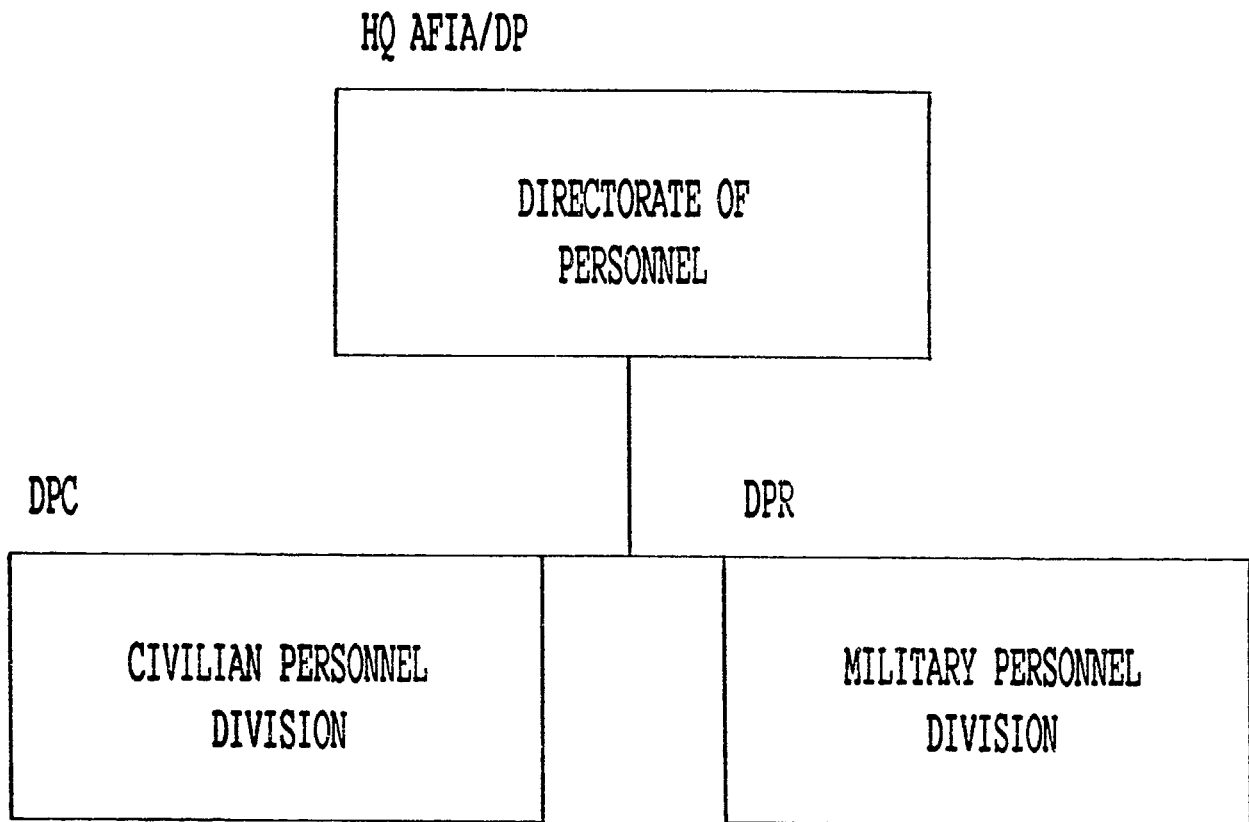


Figure 13-1. Directorate of Personnel Organizational Chart.

SECTION M -- DIRECTORATE OF PERSONNEL (DP)**13-1. Organizational Structure. See Figure 13-1.**

13-2. HQ AFIA/DP Mission. AFIA/DP provides the Commander, AFIA, with assistance and recommendations on all matters that pertain to USAF/IN-AFIA military and civilian personnel acquisition and assignment, professional development and training, and liaison between worldwide intelligence activities, the Air Force Military and Personnel Center (AFMPC) and PALACE SENTINEL. Monitors the US Air Force Intelligence community personnel resources and programs to facilitate harmonization of interests and efforts.

13-3. Responsibilities of the Civilian Personnel Division (DPC). Provides complete competitive and excepted civilian personnel support to managers and to operating civilian personnel offices (CPOs), to include overseas CPOs.

a. Develops policy and directives internal to AFIA that pertain to civilian personnel management.

b. Is the central point of contact with managers and civilian personnel offices on all personnel actions and programs.

c. Administers the civilian awards and decorations programs.

d. Evaluates personnel management requests that affect staffing actions against manpower authorizations.

e. Maintains a civilian personnel data base.

f. Administers the functional area of the Civilian Intelligence Career Development Program (ICDP). Provides assistance to the functional managers at all levels on all aspects of the ICDP Air Force wide. Receives policy guidance from HQ USAF and the Defense Intelligence Agency (DIA).

g. Advises management at all levels on a variety of civilian personnel problems, including matters like super-grade actions, consultant appointment, high-grade ceiling control, and other position actions.

h. Controls supervisory and high-grade civilian positions.

i. Serves as CCPO focal point for overseas civilian personnel host-tenant support agreements/matters.

j. Schedules training of USAF/IN civilian personnel for residence and correspondence courses.

13-4. Responsibilities of the Military Personnel Division (DPR).

a. Establishes and implements USAF/IN and AFIA policies on respective military personnel assignments.

b. Manages all personnel actions for the ACS/I and AFIA/CC.

c. Develops and monitors policies governing the assignment, reassignment, and use of airmen and officers below the grade of colonel.

d. Manages officer promotion notifications, quality control of APRs, OERs, and administers the awards and decorations program.

e. Manages USAF/IN ASTRA program.

f. Administers the Stripes for Exceptional Performers (STEP), Twelve Outstanding Airmen of the Year, Ten Outstanding Young Men of America, and Outstanding Personnel Manager of the Year programs.

g. Assists in developing and managing contingency plans and exercises.

h. Manages personnel automated data products.

i. Establishes and maintains HQ AFIA command officer records.

13-5. **Wartime Operations of the Directorate of Personnel.** During wartime conditions, the Directorate of Personnel:

a. Provides personnel support and guidance incident to the deployment of AFIA active duty resources.

b. Advises AFIA directorates, offices, and centers of personnel policies and procedures.

c. Interfaces with HQ AFMPC Contingency Operations office on all personnel actions.

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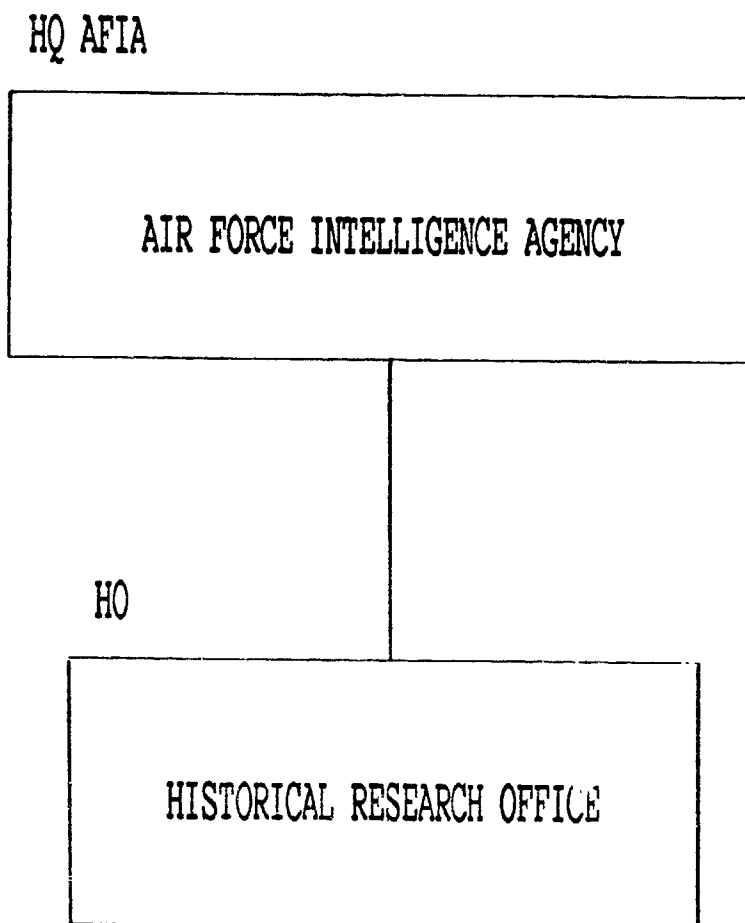


Figure 14-1. Historical Research Office Organizational Chart.

SECTION N -- HISTORICAL RESEARCH OFFICE (HO)**14-1. Organizational Structure. See Figure 14-1.**

14-2. HQ AFIA/HO Mission. AFIA/HO manages Air Force Intelligence historical program activities according to AFR 210-1, USAF History Program Policy Requirements and AFR 210-3, Regulation for Air Force Historians. This involves objective, comprehensive, and accurate research, writing, dissemination, and preservation of documentation pertinent to significant Air Force Intelligence activities.

14-3. Responsibilities Assigned. AFIA/HO:**a. Prepares histories of Air Force Intelligence activities.**

(1) Collects all pertinent material, regardless of classification, needed for completing accurate histories.

(2) Attends staff and other significant Air Force Intelligence meetings.

b. Researches and answers requests for historical data.**c. Maintains historical archives.****d. Serves as advisor to the commander and staff on historical resources.****e. Manages Air Force Intelligence historical programs.**

(1) Formulates and publishes directives for the Air Force Intelligence historical programs and makes staff assistance visits.

(2) Conducts oral history interviews.

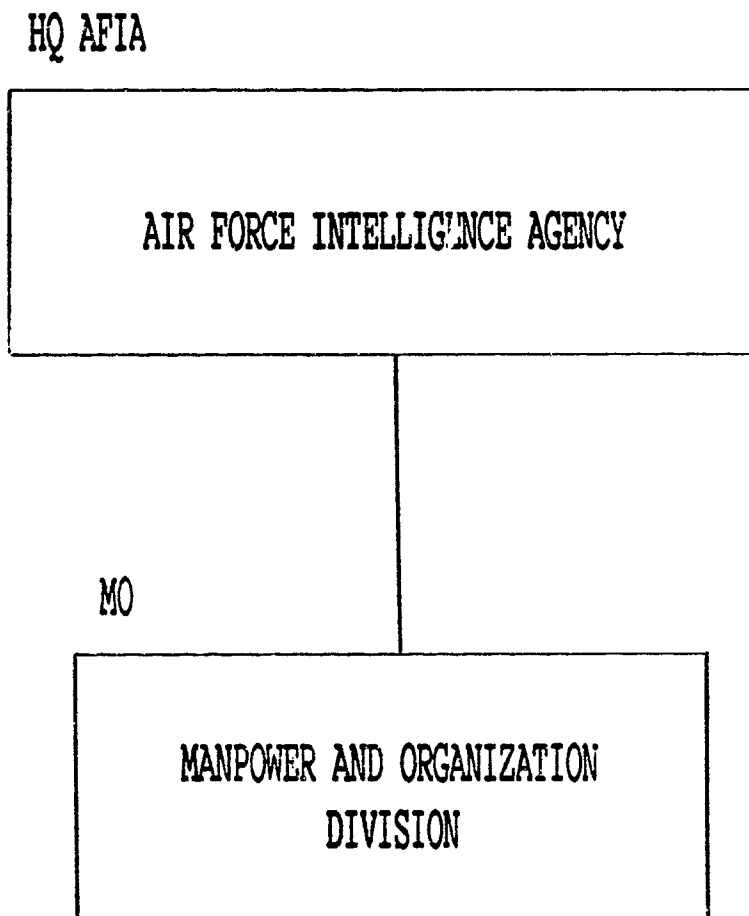


Figure 15-1. Manpower and Organization Division Organizational Chart.

SECTION 0 -- MANPOWER AND ORGANIZATION DIVISION (MO)**15-1. Organizational Structure. See Figure 15-1.**

15-2. HQ AFIA/MO Mission. AFIA/MO manages the command manpower authorizations (both active and reserve forces), controls organizational structure, conducts manpower surveys, and determines manpower requirements.

15-3. Responsibilities Assigned. AFIA/MO:

- a. Develops command-internal manpower and organization policies and procedures.
- b. Programs and allocates authorizations for military and civilian manpower resources.
- c. Controls skill requirements and grade structures.
- d. Controls organization structure according to AFR 26-2, Organization Policy and Guidance.
- e. Conducts manpower surveys.
- f. Determines manpower requirements.
- g. Requests G-series organizational orders.
- h. Evaluates and processes manpower authorization change request.
- i. Prepares workload reports and develops assessment systems.
- j. Develops and aids in installing management improvements.
- k. Manages the Air Force Intelligence Individual Mobilization Augmentee program manpower resources.
- l. Monitors command Productivity and FASCAP programs.
- m. Participates in the command Civilian Position Management Program.
- n. Manages the Suggestion program.

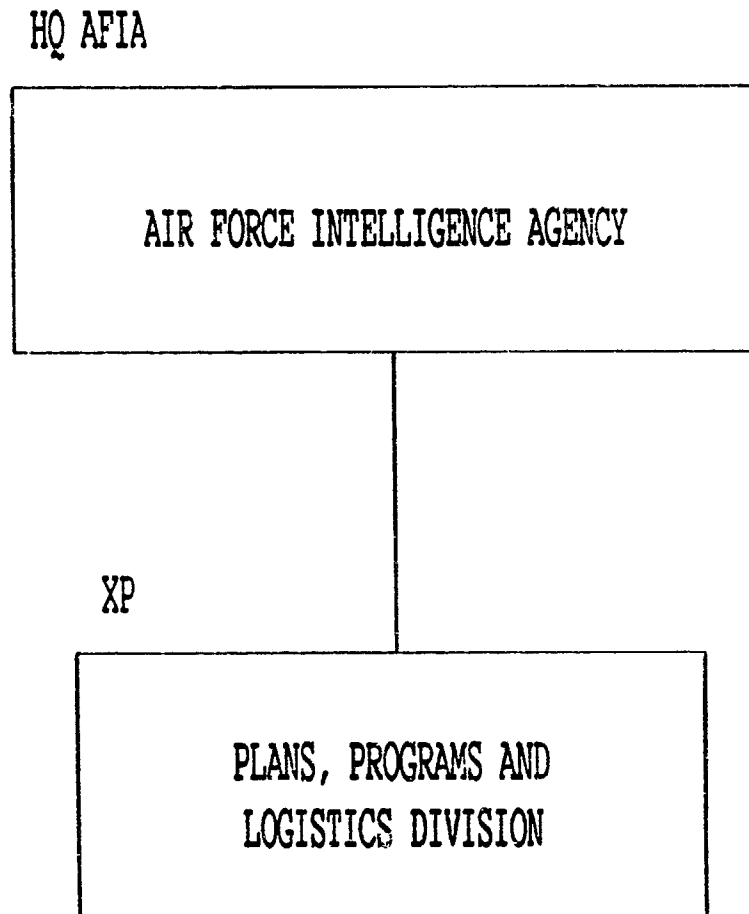


Figure 16-1. Plans, Programs and Logistics Division Organizational Chart.

SECTION P -- PLANS, PROGRAMS AND LOGISTICS DIVISION (XP)

16-1. Organizational Structure. See Figure 16-1.

16-2. HQ AFIA/XP Mission. AFIA/XP unifies and directs all command planning and programming activities toward reaching approved command goals. It also provides support to all AFIA elements in the functional areas of facilities management, supply, host-tenant support agreements, and memoranda of understanding, transportation, and all facets of logistics planning.

16-3. Responsibilities Assigned. AFIA/XP:

a. Reviews plans and other planning documentation and guidance from the Joint Chiefs of Staff (JCS), Defense Intelligence Agency (DIA), Headquarters, United States Air Force (HQ USAF), Unified and Specified (U&S) Commands, US Air Force organizations, and other government agencies to identify AFIA responsibilities.

b. Develops, or directs the development of, concepts and plans to use AFIA resources to support validated wartime requirements.

c. Ensures command compliance with AFR 28-3, USAF Operation Planning Process, and guidance in the USAF War and Mobilization Plan (WMP) by preparing, publishing, or causing to be published, command level war, emergency, and contingency support plans, including Contingency Planning Support Systems (CPSS) actions.

d. Assigns planning responsibilities for intelligence and intelligence-related management areas to individual AFIA organizational elements.

e. Serves as the command OPR for the support Force Sizing Exercise (FORSIZE), Joint Strategic Planning System (JSPS), Joint Operation Planning System (JOPS), and Contingency Planning Support Systems (CPSS) actions.

f. Serves as the command OPR for the Manpower and Equipment Force Packaging (MEFPAK) system which includes the Manpower Force Packaging (MANFOR) and Logistics Force Packaging (LOGFOR) subsystems.

g. Serves as the command OPR for participation in command post, field training, and other exercises. Prepares exercise plans (EXPLANs) as required.

h. Serves as the command OPR for emergency action planning to support JCS and USAF crisis management systems.

i. Develops broad policy guidance for the establishment of a command disaster preparedness program in compliance with applicable USAF and command guidance.

j. Provides functional assistance and advisory support to command authorities, Disaster Preparedness Officers, and individual AFIA elements in the area of disaster preparedness planning.

k. Develops, advocates, and monitors concepts for changes in command mission and organization and related proposals that affect the character of US Air Force Intelligence command resources.

l. Serves as the command OPR for resource programming actions through the General Defense Intelligence Program (GDIP) and Program Objective Memorandum (POM).

(1) Issues programming guidance and data calls to AFIA organizations.

(2) Coordinates the consolidation, review and ranking of command requirements, and submission of programming documentation to HQ USAF.

(3) Monitors the status of programming actions and provides feedback to AFIA organizations.

(4) Maintains liaison with Program Element Monitors (PEMs), other Air Staff elements, and AFIA organizations regarding programming matters.

(5) Briefs command POM initiatives to the USAF/IN Priorities Review Group (PRG).

(6) Briefs command POM initiatives to appropriate panels of the Air Force Board Structure.

m. Serves as the OPR for command programming plans.

n. Serves as the command OPR for statements of operational need (SON) and other research and development (R&D) requirements as outlined in the AFR 57 series, and Air Force directives in the 800 series.

o. Serves as the command focal point for managing R&D requirements.

p. Serves as the AFIA OPR for matters that pertain to planning, developing, formulating, presenting, and substantiating logistics plans, programs, and concepts.

q. Assures logistic compatibility of AFIA plans with JCS, HQ USAF, U & S Commands and other Air Force organizations' war and contingency plans.

r. Prepares, evaluates, and monitors all mobility planning requirements, dispersal actions, and operating procedures for inter- and intra-theater logistics support.

s. Monitors air and surface movements of intelligence personnel and equipment during force deployment and redeployment.

- t. Provides the single point of contact within AFIA for all facility matters. Responsible for management of command space studies and allocations.
- u. Provides the single point of contact for command approval for host-tenant support agreements, command support agreements, and other commitments and agreements between AFIA and other organizations.
- v. Participates in logistics exercises involving AFIA and USAF forces.
- w. Serves as Command Equipment Management Office (CEMO) and the command OPR for matters pertaining to the Air Force Equipment Management System.
- x. Serves as the command OPR for planning, acquisition and use of government vehicles.
- y. Responsible for command War Readiness Materiel (WRM) program: ensures compliance with higher headquarters directives, monitors posture status for the command, and provides guidance and assistance to subordinate units as required.

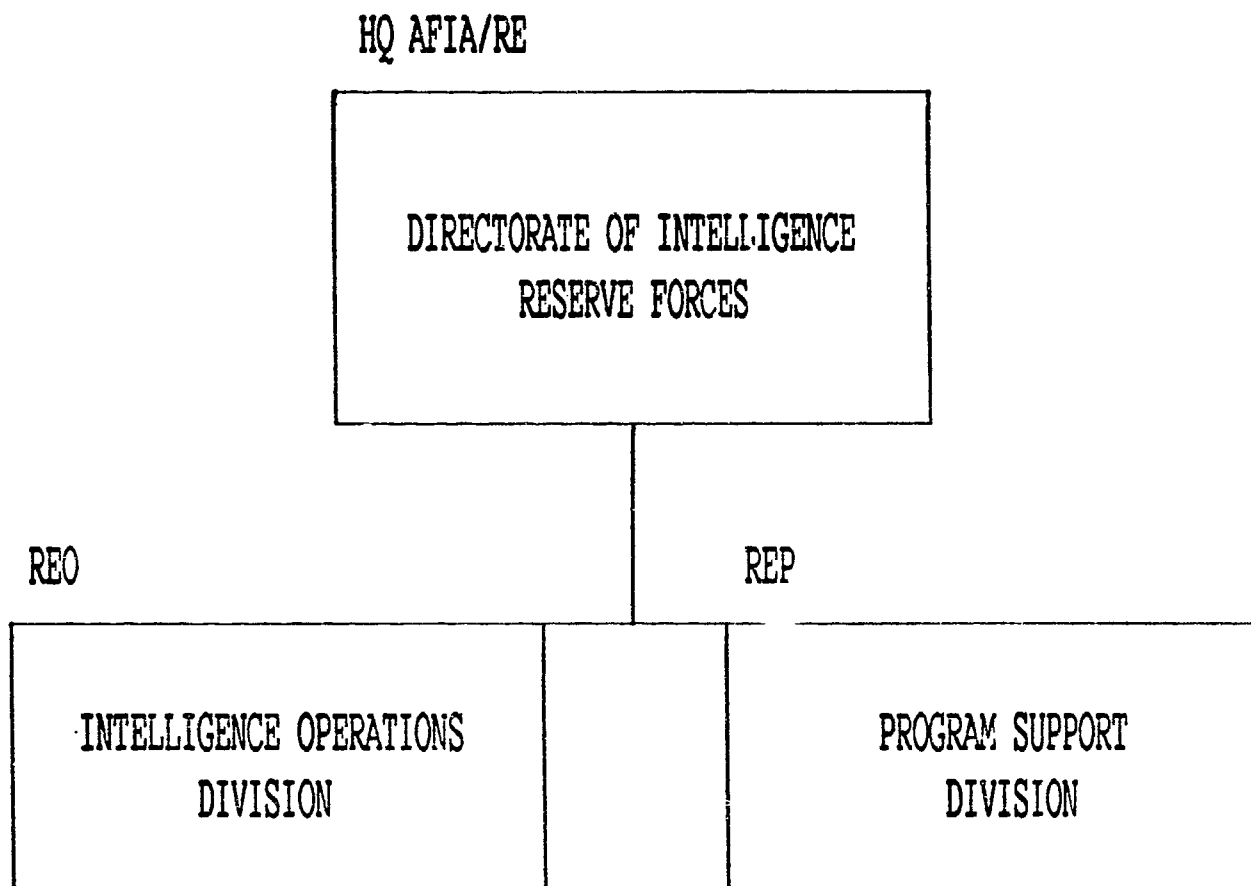


Figure 17-1. Directorate of Intelligence Reserve Forces Organizational Chart.

SECTION Q -- DIRECTORATE OF INTELLIGENCE RESERVE FORCES (RE)**17-1. Organizational Structure. See Figure 17-1.**

17-2. HQ AFIA/RE Mission. AFIA/RE directs the Air Force Intelligence Reserve (AFIR) and develops a combat ready reserve force to support active force intelligence operations during peacetime contingencies or wartime mobilization. Manages Individual Mobilization Augmentee (IMA) positions which have been established by the major commands (MAJCOMs) and separate operating agencies (SOAs), validated by the Air Staff (AF/PRM), and transferred to the Air Force Intelligence Agency (AFIA) for centralized control.

17-3. Responsibilities of the Office of the Director (RE).

a. Directs and manages an intelligence reserve field organization consisting of 10 geographic regions (managed by reserve colonels), the AFIR-SAC network, and 75 Intelligence Reserve Detachments (IRDs) which provide intelligence skill proficiency training and active force mission support. Appoints Regional/Network Directors (RDs) and IRD Commanders (IRD/CCs).

b. Advises the ACS/I, HQ USAF on intelligence reserve matters. Represents the ACS/I at meetings with key personnel at the Department of Defense (DOD) and Air Force secretarial level and at the senior Air Staff level. Maintains liaison with 25 supported MAJCOMs/SOAs on behalf of the ACS/I regarding reserve matters.

c. Provides guidelines on the organization, oversight and evaluation of intelligence training as well as peacetime and contingency utilization of Air Force Intelligence Reserve resources in a broad spectrum of intelligence functions.

d. Develops and implements short term and long-range program objectives. Prepares and coordinates POM submissions.

e. Performs Staff Assistance Visits (SAVs) to IRDs.

17-4. Responsibilities of the Intelligence Operations Division (REO).

a. Utilizes reservists who possess a wide variety of military specialties to maintain or increase their proficiency and mobilization readiness.

b. Coordinates and provides qualified reservists to fill intelligence reserve support requirements of DOD, HQ USAF, MAJCOMs, and Unified and Specified Commands on an annual and special tour basis.

c. Coordinates and manages reserve forces in support of active force intelligence production requirements including local and remote tasking of IRDs.

d. Coordinates and monitors Reserve Soviet Awareness Briefing Team Program.

e. Develops man-day requirements, Reserve Personnel Appropriation (RPA) and Military Personnel Appropriation (MPA), to provide for operational, administrative, and reserve training requirements.

f. Allocates RPA man-days to fund special tours for training and support of training of IMAs to maintain or increase proficiency and mobilization readiness.

g. Allocates MPS man-days to fund special tours in direct support of active force requirements to meet critical, temporary active force manning needs which cannot be met economically by active force readiness.

h. Schedules and manages annual and special tours for IMAs.

i. Schedules and evaluates SAVs performed by RDs and RD Staff.

j. Manages IMA readiness program including field readiness assessments.

k. Reviews and provides inputs to AFIA, USAF/IN, MAJCOM, and JCS operations and exercise plans.

l. Develops operating instructions (OIs) for operational matters and functions utilized in the directorate and the IRDs.

m. Functions as directorate liaison with all supported MAJCOMs/SOAs.

n. Schedules newly appointed RDs and IRD/CCs orientation visits.

o. Reviews and monitors Host Tenant Support Agreements (HTSAs) and Memorandum on Understanding (MOU) between IRDs and host installations.

p. Functions as OPR for IRD activation/deactivation.

q. Recommends appointment of regional directors, regional staff, and IRD commanders.

17-5. Responsibilities of the Program Support Division (REP).

a. Monitors personnel related actions pertaining to intelligence reservists' careers, including retirements, good years, promotions, commissioning program, etc.

b. Develops and manages intelligence reserve recruiting and retention. Evaluates applicants for AFIR.

c. Initiates mobilization (day) command and IRD assignments and reassignments.

d. Maintains master AFIR manning documents.

e. Coordinates and approves attachments for inactive duty training (IDT) of personnel assigned to other reserve programs.

f. Manages Air Force participation in the Reserve Attache Program administered by Defense Intelligence Agency.

g. Develops procedures and periodically tests the automated IMA mobilization system in coordination with AFIA/REO, HQ ARPC, and HQ AFMPC.

h. Develops and maintains specialized intelligence reserve personnel data encompassing civilian and military intelligence background and skills. Maintains and updates the automated data base.

i. Submits inputs to the Consolidated Reserve Personnel Office for update of the Automated Personnel Data System (APDS) and operates a dedicated APDS terminal.

j. Processes reserve officer effectiveness reports, noncommissioned officer performance reports and letters of evaluation. Reviews and processes all reports prior to their becoming official records.

k. Develops standards, screens, and monitors AFIR officer unit vacancy and enlisted promotions.

l. Manages and administers personnel affairs, including awards and decorations, letters of appreciation, and special recognition programs.

m. Selects candidates for the Reserve Airman Commissioning Program.

n. Monitors ARPC personnel actions on AFIR assets including retirements.

o. Initiates and monitors personnel security investigations for AFIR members. Requests security clearances and sensitive compartmented information (SCI) access eligibility and initiates other automated security clearance approval system actions via the APDS. Certifies security clearances to IRDs and remote flights.

p. Coordinates SCI access for reservists for inactive duty training (IDT) and active duty tours. Establishes and monitors SCI billet structures for reservists' inactive duty training at IRDs.

q. Manages the AFIR Human Intelligence (HUMINT) and Language program.

r. Processes requests for mandatory and special school tours. Selects reserve personnel for skill proficiency upgrade and career broadening courses.

s. Maintains liaison on intelligence reserve management related matters with the Air Staff, HQ ARPC, HQ AFMPC, MAJCOMs, Unified Commands, and SOAs.

t. Manages skill proficiency upgrade and officer classification actions. Monitors ancillary training.

u. Administers weight management program.

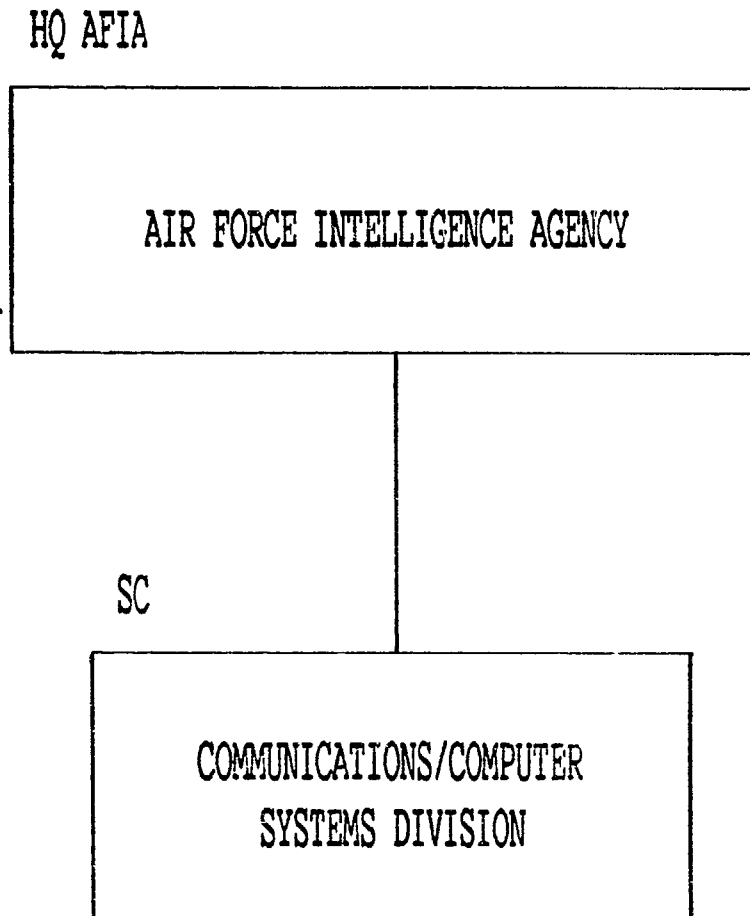


Figure 18-1. Communications/Computer Systems Division Organizational Chart.

SECTION R -- COMMUNICATIONS/COMPUTER SYSTEMS DIVISION (SC)

18-1. Organizational Structure. See Figure 18-1.

18-2. HQ AFIA/SC Mission. AFIA/SC provides technical liaison and assistance to USAF/IN and AFIA functional activities on all aspects of computer systems and related communications support.

18-3. Responsibilities Assigned. AFIA/SC:

a. Provides the focal point for Computer Systems plans, architectures, and systems integrations.

b. Reviews and validates functional statements of requirements and insures that requested capabilities are in consonance with Air Force SC policies and the Air Force Intelligence architectures.

c. Provides command unique software applications development and proper maintenance.

d. Provides configuration management and quality assurance of command owned computer assets.

e. Provides computer operations and management of the command SCI computer facility (IDHS/AMHS) and associated peripheral equipment to support intelligence analysis.

f. Provides user activities with small computer technical support for both hardware and software as outlined by AFR 700-26.

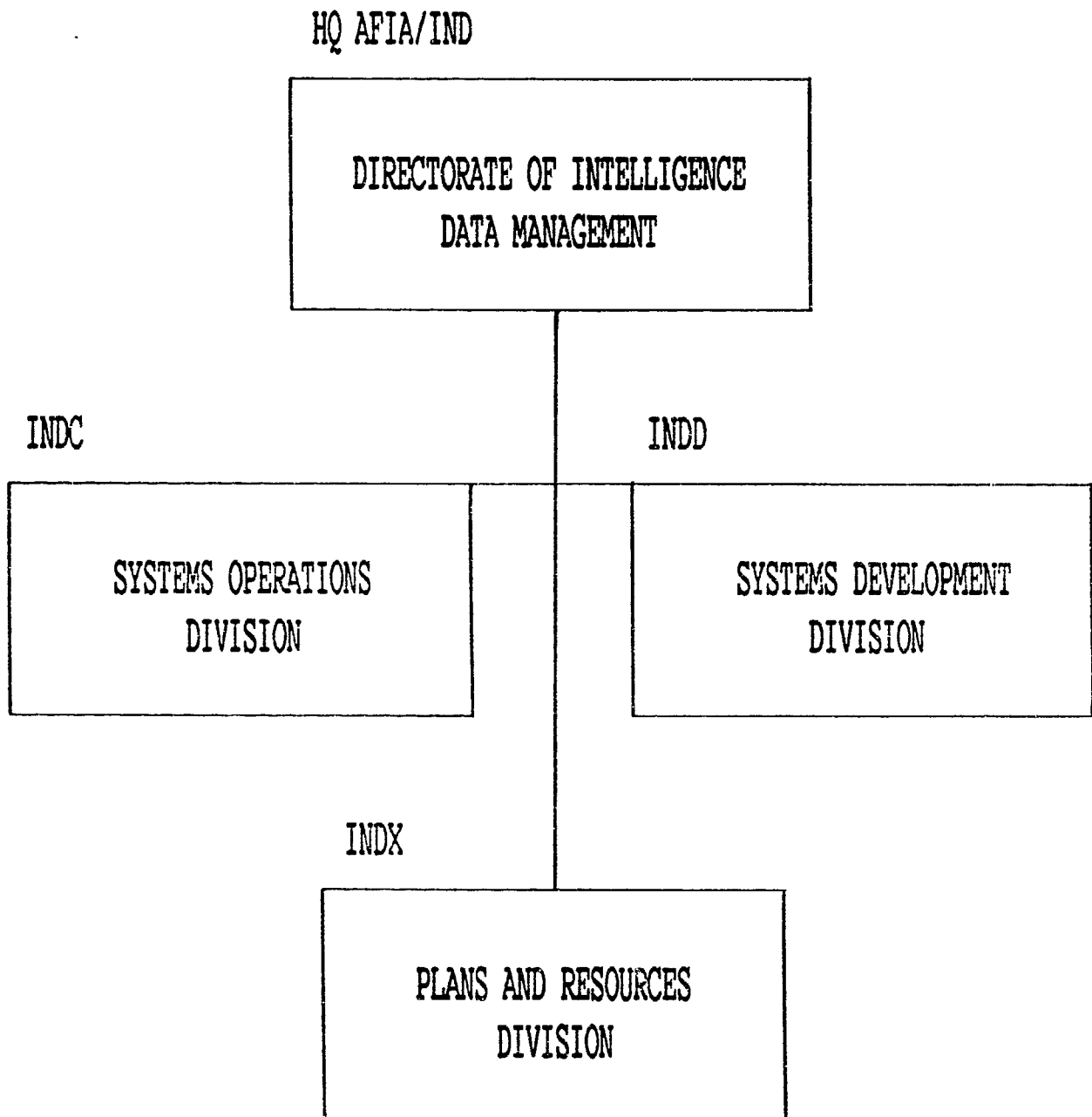


Figure 19-1. Directorate of Intelligence Data Management Organizational Chart.

SECTION S -- DIRECTORATE OF INTELLIGENCE DATA MANAGEMENT (IND)

19-1. Organizational Structure. See Figure 19-1.

19-2. HQ AFIA/IND Mission. Provides functional management of Air Force Intelligence Data Handling Systems (IDHS) worldwide to ensure effective support to operational commanders. Oversees the acquisition, implementation and development of IDHS.*

a. Promulgates policy regarding USAF IDHS.

b. As the IDHS Standard Communications-Computer System Manager (SCSM) under the AFR 700-series, reviews, validates, approves and advocates IDHS requirements.

c. Prepares tasking documents to specify level of effort required from supporting commands/agencies. Directs acquisition contract planning, program management, and overall life cycle system support.

d. Manages the execution of USAF IDHS programs worldwide throughout the Five Year Defense Plan (FYDP):

(1) Ensures consistency with USAF communications-computer systems plans, theater and MAJCOM architectures and Air Force intelligence plans.

(2) Ensures requirements are appropriately mature, programmed funds are adequate and projects are managed according to USAF standards.

(3) Pursues minimum life cycle costs, high reliability and maintainability.

(4) Applies appropriate emerging and commercial off-the-shelf (COTS) technologies.

(5) Identifies and migrates common IDHS solutions to multiple users.

e. Acts as the USAF point of contact for the Department of Defense Intelligence Information System (DODIIS) and as the DODIIS Executive Agent for standard systems as agreed to by the Assistant Chief of Staff/Intelligence (ACS/I) and the Director, Defense Intelligence Agency (DIA).

f. Acts as the USAF point of contact for Sensitive Compartmented Information (SCI) computer security.

g. Acts as USAF/IN point of contact for USAF IDHS program and acquisition management principles.

*(IDHS: "Information Systems that process and manipulate raw information and intelligence data as required. They are characterized by the application of general purpose computers, peripheral equipment and automated storage and retrieval equipment for documents and photographs" JCS Pub 1).

19-3. Responsibilities of the Plans and Resources Division (INDX).

a. Develops and reviews IDHS initiatives from concept exploration through a formal, approved statement of functional requirements.

b. Develops the Program Management Directive (PMD) tasking AFSC with the improvement of IDHS. Approves Program Management Plans (PMP). Participates in Air Staff reviews of the Air Force Intelligence Communications-Computer Systems Plan (AFICCP).

c. As IDHS SCSM, performs responsibilities outlined in Air Force 700-series regulations and as further explained by the USAF Communications-Computer Systems Plan, the AFICCP, and the USAF PMD For Improvement of Selected Intelligence Data Handling Systems. Implements actions mandated by the DIA IDHS Management Responsibilities Plan, JCSM-SM-357-74.

(1) Reviews MAJCOM automation requirements and design specifications to ensure compatibility with existing plans and architectures. Ensures optimal use of standard systems and interfaces. Recommends approval/disapproval action on standard or unique requirements within AFIA/IND authority level. Reviews and makes recommendations through AF/SC to SAF/FM for all IDHS requirements above SAF/FM specified cost thresholds.

(2) Reviews, revises and appraises command IDHS Communications-Computer Systems Requirements Document (CSRD) submissions; prepares, issues and maintains Communications-Computer Systems Directives (CSDs); and reviews and maintains Communications-Computer System Program Plans (CSPPs) per USAF 700-series regulations.

d. Provides oversight, planning and policy guidance to USAF IDHS developers and users to focus new initiatives to standardize systems to the maximum extent practical. Determines which systems are to be managed by AFIA through their life cycle. Reviews requests for support from non-USAF and/or non-intelligence agencies and recommends a course of action to AFIA/IND.

e. Serves as focal point for policy and planning interaction with Air Staff organizations, DIA, AFSC, other USAF MAJCOMs and federal agencies.

f. Oversees development of overall technical architecture, definition of future enhancements and maintenance of the interface control documents for standard systems.

g. Represents the ACS/I on all matters that relate to the operational security of IDHSs that process SCI and other foreign intelligence. Advises USAF/INS on formal system accreditation for those automated data processing (ADP) systems under the security cognizance of the ACS/I that process, store, use, produce, or transmit foreign intelligence information.

h. Provides technical support, assistance and recommendations, as required, to USAF and contractor personnel on all aspects of SCI computer operational accreditations.

i. Supports program element monitors (PEMs) for General Defense Intelligence Program (GDIP) IDHSs, intelligence communications and Tactical Air Intelligence Systems (TAIS) program elements and activities.

j. Provides for interchange of automated data processing system (ADPS) requirements, procedures and policies by facilitating information exchange. Conducts periodic reviews of IDHS application and development efforts at operational sites.

k. Coordinates funding and expenditure rates for procuring new equipment.

l. Coordinates funding for contractual support and monitors rates of expenditure.

m. Prepares, coordinates and issues guidance to command IDHS activities regarding funding responsibilities for installed or planned systems as a supplement to HQ USAF GDIP guidance.

n. Prepares ADP GDIP Plan and budget submissions.

o. Coordinates on programming and budgetary matters related to assigned IDHS, intelligence communications and TAIS programs.

p. In coordination with HQ USAF/SC, Command Communications-Computer System Staff Officers (CSSOs), and Intelligence staffs, ensures that:

(1) Proper research and development, procurement, military construction, and operations and maintenance resources are allocated to USAF IDHS projects.

(2) Associated USAF manpower and external contractual support, if required, are reflected in requirements and funding documents. Consolidates command requirements and maintains, in detail, consolidated resource and funding data.

19-4. Responsibilities of the Systems Development Division (INDD).

a. Manages programs selected as standard, or potentially standard, USAF IDHS from development of system specifications through Initial Operational Capability (IOC).

b. Manages the development of system functional designs, system specifications and standard interface control documents to provide external system developers the necessary technical data for interfacing with baseline systems.

c. Oversees the development of standard software.

(1) Assists INDX and operating commands in identifying and consolidating automated system capabilities to support intelligence mission requirements. Reviews functional description of necessary automation support to ensure maximum use of existing software, technical adequacy, and inter-operability with other USAF intelligence systems.

(2) Provides oversight and guidance to system developers on standard system design, hardware configuration, and software design to ensure technology transfer of standard system or components, and inter-operability with existing systems.

(3) Monitors software design and development progress through detailed design reviews, consultations, and periodic progress reports. Enforces compliance with requirements statements, functional descriptions and implementation plans.

d. Provides Air Staff oversight of IDHS programs and provides liaison to selected program offices to promote technology sharing and compatibility.

e. Reviews, revises, and approves command IDHS statements of work for systems which are candidates for becoming standard systems.

f. Responsible for technical interaction with national and service agencies on subjects that relate to ADP support to the USAF Intelligence mission.

g. Provides technical counsel to INDX and USAF commands to ensure that future developments support an early transition to standard intelligence systems for continued and enhanced inter-operability. This ensures increased productivity of intelligence resources while limiting expenditures.

h. Participates in ADP Source Selection Evaluation Board functions and technical evaluations that pertain to IDHS.

i. Manages the development of standard hardware/software systems to provide responsive intelligence automation support to operational users utilizing standard COTS hardware wherever appropriate for reliability and life cycle costs. Directs the acquisition process for consolidated procurements of standard IDHS support hardware.

j. Coordinates with and assists INDX and national agencies in developing intelligence automation policy and procedures. Provides assistance to supported commands or agencies in developing DODIIS system interfaces.

k. Maintains liaison with national imagery system development agencies. Manages development of interface control documents to provide stability and inter-operability among dependent systems.

l. Oversees the development and maintenance of standard data base management systems (DBMS) for intelligence support. For government owned software, ensures that all maintenance and enhancement actions are according to prioritized user requirements and published quality assurance standards.

19-5. Responsibilities of the Systems Operations Division (INDC).

a. Manages programs selected as standard USAF IDHS from IOC through System Life Cycle.

b. Recommends, as appropriate, transfer of standard systems management to other agencies.

c. Controls changes to operational systems through strict configuration management practices. Coordinates with users in defining priorities for enhancement to the systems. Determines priority for fixes identified by the users as mission critical.

d. Reviews, revises, and approves statement of work (SOW) for external assistance for standard systems.

e. Monitors external assistance contracts for worldwide, on-site maintenance of standard systems to ensure quality, compliance, and useability.

f. Conducts site surveys at planned sites to advise the site of essential actions regarding site preparation, system accreditation and training.

g. Coordinates activities of site, software system contractor, DIA and Defense Communications Agency (DCA) to ensure that hardware availability, software installation, training and accreditation pre-tests are conducted in an efficient manner.

h. Assists site, DIA and DCA in conducting formal system accreditation tests.

i. Provides policy and guidance to contractors developing and maintaining standard IDHS software and to external commands developing site-specific systems.

(1) Supports INDX in the concept development to ensure requirements traceability, inter-operability with installed systems and compatibility with long range architectures.

(2) Supports INDD in system development actions to ensure compliance with USAF standards and to ensure development is consistent with stated requirements.

j. Supports life cycle management through configuration management of baseline software systems, software testing and maintenance of a central documentation library.

k. Defines, directs, implements and maintains an AFIA quality assurance program which will be applicable to all standard IDHSs throughout their life cycle to provide the management and technical oversight that insure product integrity.

(1) Enforces configuration management disciplines, tracking each baseline component of a system at specific points during development in order to control changes to the system's configuration and maintain system integrity and traceability throughout its life cycle.

(2) Directs the definition, documentation and coding of software standards to ensure that the product meets or exceeds specified standards during its development cycle.

(3) Implements verification and validation disciplines to ensure that software performance requirements are stated and interpreted correctly and that these requirements are met.

(4) Performs testing and evaluation on all software modules and systems to assess how well a product meets objectives in direct support of the end user.

1. Advises Director, IND on problem areas and provides proposals and cost estimates for implementing hardware configuration management on selected standard systems.

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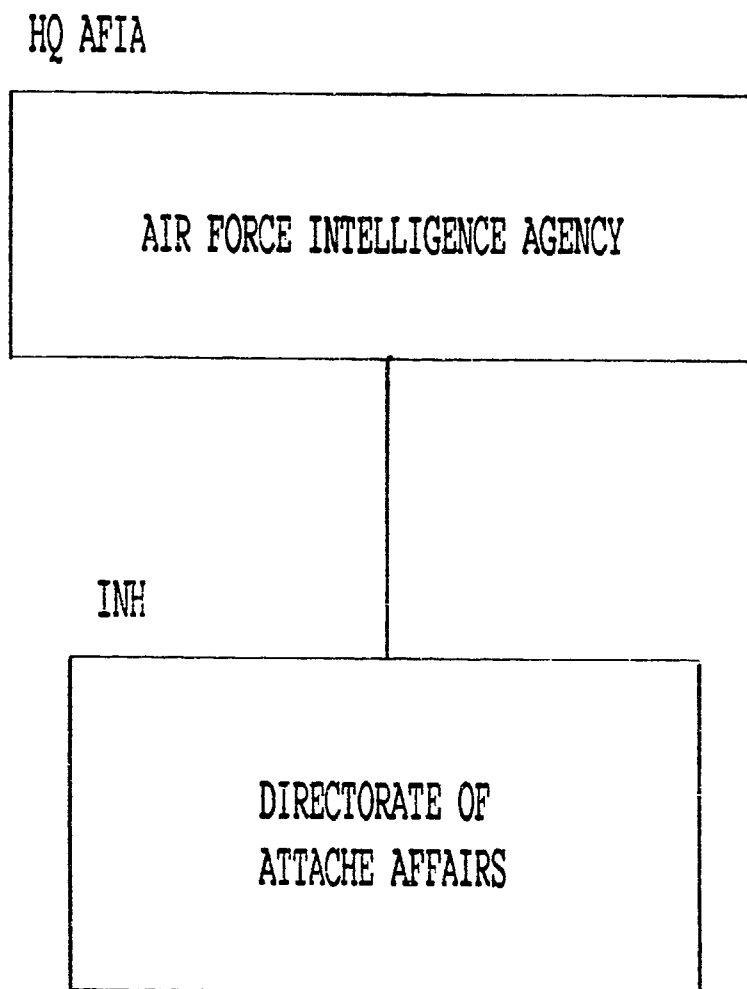


Figure 20-1. Directorate of Attache Affairs Organizational Chart.

SECTION T -- DIRECTORATE OF ATTACHE AFFAIRS (INH)

20-1. Organizational Structure. See Figure 20-1.

20-2. HQ AFIA/INH Mission. The mission of AFIA/INH is to select and train Air Force attaches and enlisted attache support personnel for the Defense Attache System (DAS), and to provide direct USAF operational and representational support to attache personnel both while in training and once assigned, to over 63 Defense Attache Offices situated in US Embassies world-wide.

20-3. Responsibilities Assigned. AFIA/INH:

a. With the assistance of HQ USAF and AFMPC:

(1) Reviews, evaluates, and nominates highly qualified officers and enlisted personnel for assignment to the DAS.

(2) Monitors personnel actions that affect Air Force personnel assignments to the DAS.

(3) Integrates DAS requirements into the Air Force Intelligence Career Development Program.

b. Provides recommended selection standards for identifying and selecting attache personnel. Also maintains Operating Instructions (OIs) to operate selection boards.

c. Monitors the applicable manuals and regulations that list the requirements and procedures for attache duty, changes as appropriate and advertises general career data and openings in the field.

d. Maintains contact with personnel who have served in the DAS for potential assignment to other air attache positions.

e. Prepares plans and outlines procedures that involve Air Force participation in the DAS according to HQ USAF policy guidance. Develops and recommends changes if required.

f. Assists other AFIA elements in supporting those DAS activities that are Air Force controlled or that require unilateral Air Force action.

g. Prepares and conducts briefings on the mission of the Directorate of Attache Affairs and attache duty. Presents such briefings to interested agencies as directed by the Directorate of Attache Affairs.

h. Coordinates and monitors U.S. Air Force support of DIA aircraft requirements for the DAS.

i. Establishes and enters attache designates into supplemental training programs to assure broad knowledge of Air Force plans, doctrine, equipment, and capabilities. This is accomplished through formalized briefings or orientation of scheduled training with appropriate civilian (industry) and military activities.

j. Administers the Air Attache Incentive Supply Program (AAISP) and travel funds, with the assistance of AFIA/AC. Coordinates all budget and fiscal activities with AFIA/AC and other agencies as required.

k. Serves as the point of contact for all requests for support from Attaches in the field.

l. Manages the Air Attache Biography Program.

m. Manages the Air Attache Conference Program.

n. Conducts briefings on the mission of the Directorate of Attache Affairs and attache duty.

o. Maintains Attache Manpower Information System.

p. Maintains Air Force publications and forms account.

q. Serves as the Air Force focal point for all Department of Defense, Joint Chiefs of Staff, DIA, and Air Staff matters that involve Air Force interests in the DAS.

r. Serves as liaison between DIA and HQ AFMPC/CCQ on military justice and UCMJ issues affecting USAF personnel serving in the DAS.

s. Monitors training programs and air attache student progression in schools such as the Defense Intelligence College, Defense Language Institute, and Area Specialist Program.

t. Schedules Air Force briefing/debriefing programs for all Air Force officers departing for or returning from overseas duty in the DAS.

u. Maintains personal contact with Air Attaches on matters of interest to the Air Force, primarily through the Attache Affairs Newsletter.

v. Prepares letter of evaluation (LOE) reflecting the representational performance of principal Air Attaches assigned to the DAS.

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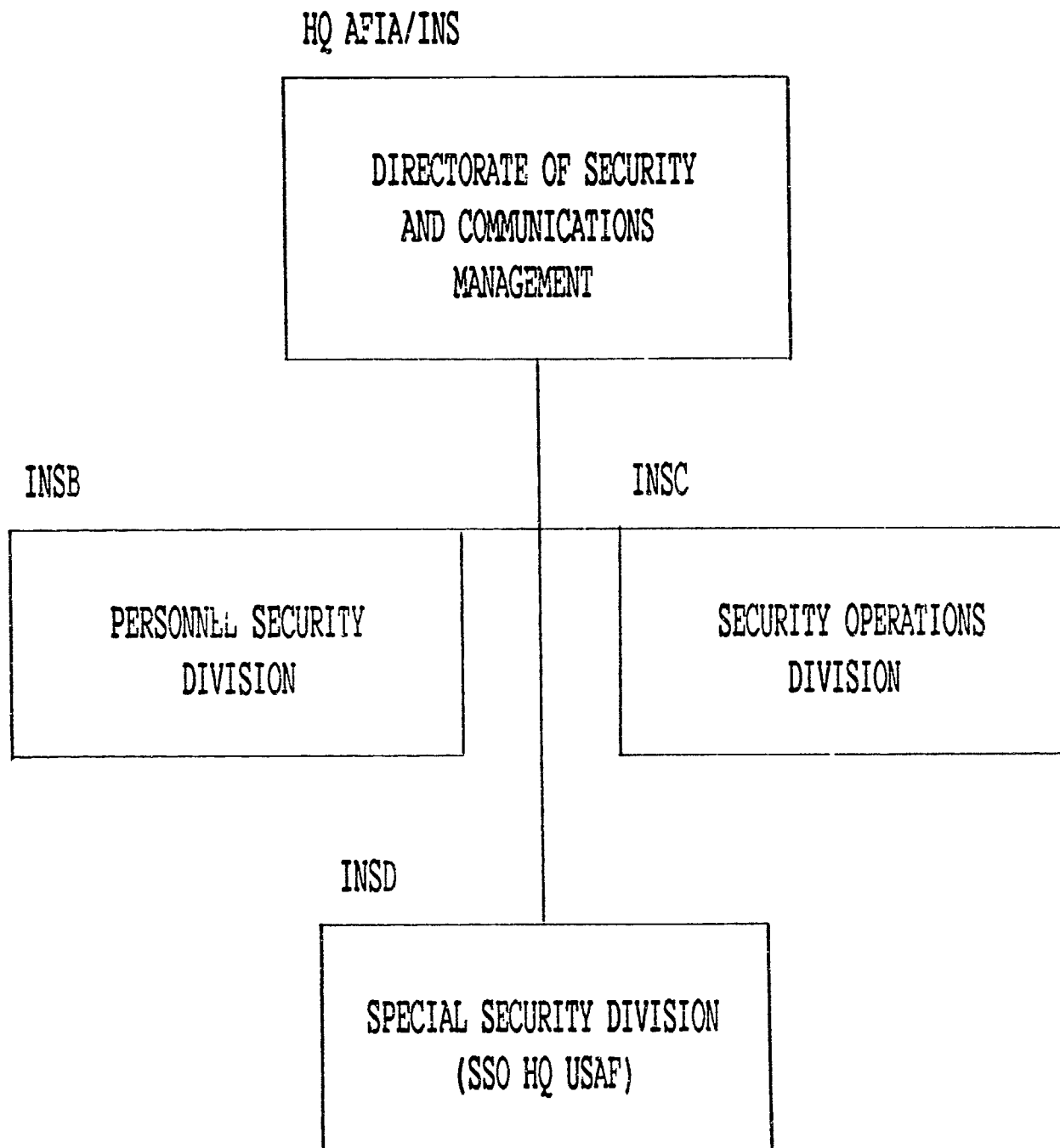


Figure 21-1. Directorate of Security and Communications Management Organizational Chart.

SECTION U -- DIRECTORATE OF SECURITY AND COMMUNICATIONS MANAGEMENT (INS)**21-1. Organizational Structure. See Figure 21-1.**

21-2. HQ AFIA/INS Mission. AFIA/INS manages and evaluates all USAF Sensitive Compartmented Information (SCI) security functions. Controls, safeguards and disseminates SCI information. Monitors visit requests and release of SCI information to civilian contractors and other non-Air Force agencies. Manages the worldwide USAF Special Security Office (SSO) system by making sure they comply with SCI security policies and procedures concerning communications, administration, training, physical security, billet management, and personnel programs to ensure SCI security at all organizational levels.

21-3. Responsibilities of the Personnel Security Division (INSB).

- a. Manages the worldwide SCI personnel security program for Air Force military, civilian, consultant, and contractor personnel who require access to SCI.
- b. Performs centralized adjudication for Air Force personnel requiring access to SCI.
- c. Manages the Air Force Intelligence "for cause" discharge review program.
- d. Administers code "B" and "S" programs.
- e. Administers "due process" procedures for SCI denials.
- f. Maintains master personnel security files.
- g. Maintains microfilm of all Air Force Non-disclosure Agreements. Prepares original for permanent retention in archives.
- h. Authorizes the indoctrination of Air Force personnel for SCI information.
- i. Manages the Air Force SCI billet structure. Maintains master Air Force SCI billet and access rosters.
- j. Staffs SCI billet packages and recommends approval/disapproval to higher authority.
- k. Maintains liaison with military department intelligence agencies, and other members of the intelligence community, including Air Force Security Clearance Office (AFSCO), Defense Industrial Security Clearance Office (DISCO) and Defense Investigative Service (DIS) regarding SCI, personnel security, and billet matters.
- l. Staffs all Congressional and Inspector General (IG) inquiries that relate to the SCI program.

m. Staffs all Privacy Act and Freedom of Information Act inquiries that relate to the SCI program.

n. Administers the Air Force Congressional and Foreign visit programs.

o. Point of contact for proposed changes and assistance for the CIA-sponsored Community-Wide, Computer-Assisted Compartmentation Control (4C) System.

21-4. Responsibilities of the Security Operations Division (INSC).

a. Formulates, promulgates, and interprets within the Air Force, DCI policies on security, use, and dissemination of SCI. This encompasses liaison with other governmental departments and agencies and industry representatives.

b. Monitors the effectiveness and provides staff to supervise the USAF Special Security Office (SSO) system, including the validation and accreditation of Sensitive Compartmented Information Facilities (SCIFs) under the security cognizance of the ACS/I. Acts as Air Force single point of contact for problem areas in USAF SSO system operations.

c. Provides overall management of Air Force Sensitive Compartmented Information Physical Security Program for the ACS/I.

d. Provides overall management of Air Force sensitive compartmented information security education/awareness and training program for the ACS/I.

e. Monitors and provides staff to supervise the Contractor Special Security Office (CSSO) program.

f. Represents the ACS/I on SCI Forum, Facilities Protection Working Group and Special Intelligence Communications (SPINTCOM) Management Group. Takes part in other standing and ad hoc committees and panels concerned with the security, use, and dissemination of SCI.

g. Researches, writes and acts as the OPR for AFR 8-3, USAF Intelligence (USAFINTEL) Specialized Publications; AFR 200-7, Sensitive Compartmented Information (SCI) Security System; and USAFINTEL 201-1, The Security, Use and Dissemination of Sensitive Compartmented Information (SCI).

h. Receives and adjudicates requests for approval of unofficial travel by contractor employees and US Air Force military and civilian personnel under the security cognizance of the ACS/I to certain areas designated as hazardous.

i. Receives and adjudicates security violation and compromise reports that involve SCI materials and personnel.

j. Authors, edits, and disseminates recurring informal publications of interest to Air Force SCI activities.

k. Processes requests for release of SCI to US contractors and foreign governments.

1. Establishes and promulgates communication procedures and policies that relate to implementation, operation, and security standards for USAF intelligence communications facilities.

m. Reviews SCI intelligence communications and facility requirements of departmental, joint, and unified or specified command plans and programs for the Air Staff.

n. Inspects all SCI facilities under the ACS/I's security cognizance.

o. Provides technical assistance to Air Force Intelligence Activity Officers and other Air Staff offices on SCI communications, TEMPEST and physical security issues.

p. Reviews, evaluates, and validates requests for Emergency Reaction USAF SSOs (ERSSOs).

q. Reviews, evaluates, and validates requests to install and use Protected Distribution Systems (PDS) and hardened cable paths to process SCI.

r. Validates user requests for SCI authentication codes for Automatic Secure Voice Communications (AUTOSEVOCOM) network. Reviews and coordinates all policy, implementation, and key management actions for Air Force SCI users of Secure Telephone Unit (STU) - III terminals.

s. Manages the National Security Agency Gray Telephone System for all Air Force users within the National Capital Region.

t. Monitors systems and analysis studies of present and proposed communications systems that support Intelligence functions. Establishes plans and programs for upgrading telecommunications equipment based on systems studies.

u. Represents the Air Force Intelligence community on matters relating to consolidation of telecommunications centers involving Defense Special Security Communications System (DSSCS) and General Service (GENSER) communications.

v. Provides assistance to and represents the ACS/I on working groups that relate to Intelligence SCI communications and facility requirements.

w. Based on financial inputs from each division, forecasts, prepares and submits the directorate's annual (OB), 5-year (GDIP), and investment equipment (BPIE) budgets.

x. Verifies and/or corrects directorate's Responsibility Center Manager Monthly Report.

y. Maintains up-to-date records of directorate's expenditures and unobligated balances for TDY transportation and per diem, office equipment rental and maintenance, miscellaneous contract services, supplies, and equipment.

z. Provides directorate membership to the USAF/IN-AFIA Financial Working Group and gives fund status briefings.

aa. Acts as the OPR for the USAF SCI Security Management Course (AFIA 002) per AFM 50-5, The Annual SSO Conference, and The Annual CSSO Course.

bb. Provides recurring SCI security education and training for SCI security officers and administrative personnel assigned to Air Force units worldwide.

cc. Acts as the OPR for the Department of the Air Force (DAF) on requests for SCI products validation per USAFINTEL 201-1.

dd. Acts as the DAF OPR with national level intelligence producers on dissemination requirements for new SCI products.

ee. Maintains SCI products requirement requests, statements of intelligence interest, and mission statement matrix received from all DAF elements for use by national level producing agencies, and for determining SCI product distribution within OSAF, HQ USAF, AFIA, and to HQ AFOSI by AFIA/INSD.

ff. Contributes to the USAF SCI portion of DIA Manual 59-1, Intelligence Dissemination, and submits information for inclusion in HQ USAF Supplement to DIA Manual 59-1, AFR 200-4, USAFINTEL 201-1, and other appropriate publications.

gg. Is the Air Force monitor on requests for release of SCI to US contractors per USAFINTEL 201-1.

hh. Acts as the OPR for HOI 10-5, HOI 205-11, and the HQ USAF SCI Consolidated Product Catalog (CONCAT).

21-5. Responsibilities of the Special Security Division, (SSO HQ USAF) (INSD).

a. Acts as the Special Security Office(r) (SSO) for Office of the Secretary of the Air Force (OSAF), HQ USAF, Air Force Intelligence Agency (AFIA) and direct reporting units and supported elements in the National Capital Region (NCR) per USAFINTEL 201-1 and as the SCI security and control officer for all other SCI control systems for the above offices per appropriate national and departmental directives.

b. Maintains a 24-hour SCI Facility (SCIF) to accomplish all required SCI security functions for OSAF, HQ USAF, HQ AFIA, and Headquarters Air Force Office of Special Investigations (HQ AFOSI), and other agencies and offices as required.

c. Ensures all OSAF, HQ USAF, and HQ AFIA SCI Security Violations are investigated as required by USAFINTEL 201-1.

d. Acts as the focal point with Det 1, 1100 SPS on all security matters involving Sensitive Compartmented Information Facilities (SCIFs) within the Pentagon and with 1100 SPS for AFIA SCIFs located at Bolling AFB.

e. Provides communications and "Black Book" support to the Worldwide Air Force Commanders Conference (CORONA).

f. Conducts annual inspections of SCIFs at OSAF, HQ USAF, HQ AFIA, HQ AFOSI and all supported elements in the NCR per USAFINTEL 201-1.

g. Operates and maintains a terminal to the Defense Facsimile Network (DIFAX).

h. Receives, logs, controls, determines dissemination, reproduces, and distributes SCI materials received or transmitted through the DSSCS or the Defense Courier Service (DCS) for OSAF, HQ USAF, HQ AFIA, HQ AFOSI offices, and other agencies and offices as designated.

i. Provides for immediate processing, handling, and delivery of Critical Intelligence Communication (CRITIC) messages as well as provide for the special handling, control, protection, and delivery of "Special Project Access," "EYES ONLY," "Limited Distribution," "Special Category (SPECAT)," "General Officer," and other limited access DSSCS electrical traffic and SCI documents.

j. Maintains SCI document inventories on specialized SCI documents processed through AFIA/INSD.

k. Provides SCI courier support to senior officials and officers of the Air Staff.

l. Provides recurring SCI security education and training for SCI security officers and administrative personnel assigned to OSAF, HQ USAF, HQ AFIA and other supported elements.

m. Issues AFIA/INSD SCI Courier Cards (AFHQ Form 8), and out-of-area SCI courier authorizations to Air Staff, AFIA, and other offices and personnel as required per USAFINTEL 201-1 and HOI 205-11.

n. Provides SCI physical and communications/TEMPEST, and automated data processing security guidance to US Air Force elements located in the Washington metropolitan area. Prepares and coordinates documentation required to establish new US Air Force SCI access vault areas and communications capabilities in the Pentagon and Washington metropolitan area. Maintain files on all US Air Force SCI accredited areas in the Washington metropolitan area.

o. Monitors technical survey requirements for HQ USAF SCI accredited areas in the Washington metropolitan area.

p. Responsible for SAF, HQ USAF and HQ AFIA SCI personnel security program to include monitoring SCI billets and SCI related personnel actions. Certifies SCI access for OSAF, HQ USAF, and HQ AFIA personnel to other organizations as required. Receives SCI access certifications for personnel visiting OSAF, HQ USAF, HQ AFIA organizations and other supported elements.

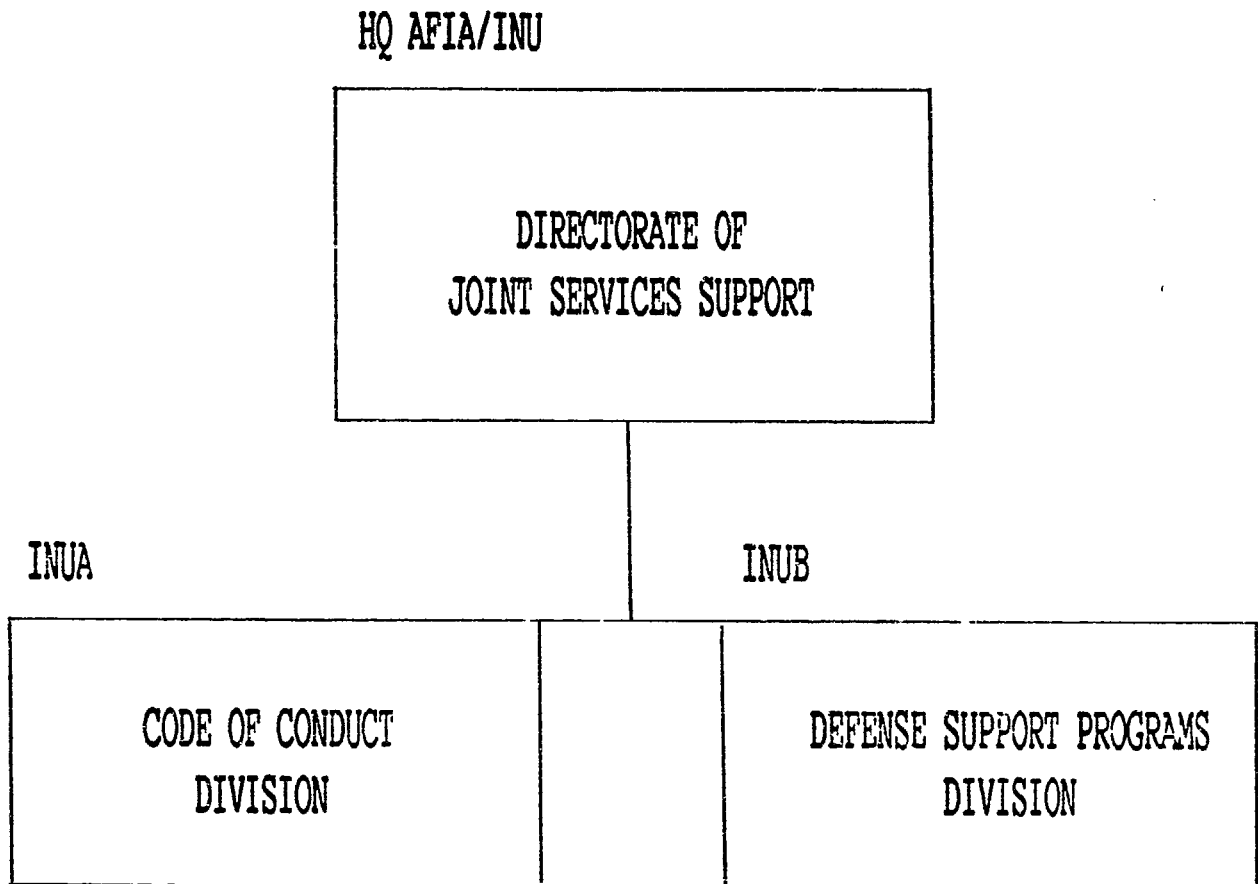


Figure 22-1. Directorate of Joint Services Support Organizational Chart.

SECTION V -- DIRECTORATE OF JOINT SERVICES SUPPORT (INU)**22-1. Organizational Structure. See Figure 22-1.****22-2. HQ AFIA/INU Mission.**

a. Serves as the DOD Executive Agent (EA) action office on behalf of the Secretary of the Air Force for Code of Conduct training.

b. Serves as the JCS EA action office on behalf of the Air Force Chief of Staff for combat survival and related matters.

c. Provides intelligence support in developing combat survival operational tactics, techniques, procedures, publications, equipment, and associated training programs.

d. Produces worldwide combat survival related intelligence contingency guides and analyses related to Prisoners of War (PWs)/detainees/hostages as necessary.

e. Determines USAF/IN positions on combat survival and US PW matters, and serves as the USAF/IN OPR for coordinating these matters with the Air Staff and other services.

f. Is responsible for debriefing repatriated DOD PWs/detainees/hostages in support of both EA responsibilities.

g. Selects and trains personnel to debrief repatriated personnel as required.

h. Is responsible for operational aspects of DOD resistance training programs, including the issuance of policies, guidance and coordination with all branches of the Armed Forces.

i. Represents the EA and the Air Force on joint or inter-agency committee/working groups pertaining to captivity related policies and issues, and combat survival.

j. Provides peacetime detention and hostage survival training to selected DOD personnel as required.

k. Serves as the DOD Code of Conduct Historian and Librarian.

22-3. Responsibilities of the Code of Conduct Division (INUA).

a. Develops, monitors, and evaluates Code of Conduct/Survival Evasion Resistance and Escape (SERE) related training and education programs, policies, and procedures for all branches of the Armed Forces.

b. Develops and produces multiple media Code of Conduct-related training materials for the military services.

c. Manages the research, publication, and distribution of SERE contingency guides, bulletins, and newsletters.

d. Exercises management responsibility over the acquisition of data bases needed to support the SERE Contingency Guide program.

e. Manages the DOD Code of Conduct Library and PW archives.

f. Monitors worldwide operational exercises that involve combat survival.

g. Develops tactics, techniques, procedures, publications, and equipment for combat survival.

h. Debriefs repatriated DOD PWs/detainees/hostages in support of Code of Conduct training.

i. Provides instruction to selected personnel for debriefing of US military returnees.

j. Chairs inter-service training task groups for the EA on Code of Conduct training and related matters.

22-4. Responsibilities of the Defense Support Programs Division (INUB).

a. Develops, monitors, and evaluates peacetime conduct training and education programs, policies and procedures in each of the services to ensure consistency with DOD DIR 1300-7.

b. Develops and produces training materials for the services on peacetime conduct policy under DOD DIR 1300-7.

c. Develops operational concepts, initiates and monitors programs, and manages technical systems and techniques in support of combat readiness and joint service activities.

d. Develops and provides training in support of AFR 208-1, The US Air Force Antiterrorism Program, AFR 50-3, Code of Conduct Training, and DOD DIR 1300-7 as required.

e. Debriefs returned US hostages and peacetime detainees.

f. Advises USAF/IN and develops positions on PW and combat survival matters, and coordinates on these matters in the Air Staff and with the other services.

g. Develops policies, tactics, techniques, and equipment for the Chief of Staff of the Air Force for combat survival and related matters.

h. Trains and selects individuals to debrief DOD returnees from peacetime detention and hostage situations.

i. Chairs JCS-directed joint agency committee on planning and operations related to combat survival programs.

SECTION W -- AIR FORCE SPECIAL ACTIVITIES CENTER (AFSAC)

23-1. Organizational Structure. See Figure 1.

23-2. AFSAC (AFIA) Mission. AFSAC:

a. Commands, controls, coordinates, and conducts USAF human resources intelligence (HUMINT) collection and exploitation activities worldwide in support of validated national, departmental, and theater command requirements. Is designated Requirement Control Authority for all USAF HUMINT collection requirements. Serves as the office of primary responsibility (OPR) for the development and review of wartime/contingency plans requiring USAF HUMINT support. Acts as OPR for the initiation and staff processing of USAF HUMINT Research and Development requirements.

b. Provides active force HUMINT augmentation for wartime or contingency operations to MAJCOMs, Air Component Commands, and Air Force forces of US joint task forces.

23-3. Responsibilities Assigned. Reference (S) AFIAR 23-2, Organization and Functions, Air Force Special Activities Center (AFSAC) (U).

OFFICIAL

GEORGE B. LOTZ, II, Colonel, USAF
Commander

CAROL M. YARC, Major, USAF
Chief, Administrative Division

Alphabetical List of Abbreviations

ACS/I - Assistant Chief of Staff/Intelligence
ADCOM - Aerospace Defense Command
ADP - Automated Data Processing
ADPE - Automatic Data Processing Equipment
ADPS - Automated Data Processing System
ADS - Automated Data System
AFAITC - Armed Force Air Intelligence Training Center
AFIR - Air Force Intelligence Reserve
AFISC - Air Force Inspection and Safety Center
AFMPC - Air Force Manpower Personnel Center
AFRES - Air Force Reserve
AFSAC - Air Force Special Activities Center
AFSC - Air Force Systems Command
AFSSO - Air Force Special Security Office
AJCC - Alternate Joint Communications Center
APDS - Advanced Personnel Data System
APR - Airman Performance Report
APR(R) - Airman Performance Report (Reserve)
ARFCOS - Armed Forces Courier Service
ASD - Aeronautical Systems Division
ASP - Area Specialist Program
ASTRA - Air Staff Training Program
ATC - Air Training Command

BAWB - Bomber Activity Weekly Brief

C³I - Command, Control, Communications, and Intelligence
CBPO - Consolidated Base Personnel Office
CC&D - Concealment, Camouflage and Deception
CCPC-NFIB - Critical Collection Problems Committee-National Foreign Intelligence Board
CCTC - Command Control Technical Center
CIA - Central Intelligence Agency
CNDWI - Critical Nuclear Design Weapons Information
COMINT - Communications Intelligence
COMPES - Contingency, Operation, Mobility, Planning and Execution System
COMSEC - Communications Security
CONCAT - NSA Consolidated Catalog
CONPLANS - Concept Plans
CPSS - Contingency Planning Support and Systems
CPO - Civilian Personnel Office
CRITIC - Critical Intelligence Communications
CRPO - Consolidated Reserve Personnel Office
CSSO - Contractor Special Security Office
CSSP - Combined Services Support Program

DACP - Deserving Airman Commissioning Program
DAR - Data Automation Requirement
DAS - Defense Attache System
DCA - Defense Communications Agency
DCI - Director of Central Intelligence
DIA - Defense Intelligence Agency
DIAM - Defense Intelligence Agency Manual
DMA - Defense Mapping Agency
DOD - Department of Defense
DPP - Data Project Plans
DSSCS - Defense Special Security Communications System
DTS - Detached Training Site

ERDA - Energy Research and Development Administration
ESI - Extremely Sensitive Information
EXPLANS - Exercise Plans

FMRL - Foreign Material Requirements Lists
FORSIZE - Support Force Sizing Exercise
FOUO - For Official Use Only

GDIP - General Defense Intelligence Program
GSU - Geographically Separated Unit

HAT - HUMINT Augmentation Team
HOI - Headquarters Operating Instruction
HQ USAF/ACD - HQ USAF, Director Computer Resources
HQ USAF/IN - HQ USAF, Intelligence
HQ USAF/OSI - HQ US Air Force Office of Special Investigations
HUMINT - Human Intelligence

ICDP - Intelligence Career Development Program
IDHS - Intelligence Data Handling System
IMA - Individual Mobilization Augmentee
INTRO - Individualized Newcomer Treatment and Orientation Program
IPO - International Pact Organization
IR - Intelligence Report

JCS - Joint Chiefs of Staff
JOPS - Joint Operations Planning System
JFMP - Joint Foreign Material Panel
JSPS - Joint Strategic Planning System

LOGDET - Logistics Detail Report
LOGFOR - Logistics Force Packaging System
LOGSUM - Logistics Summary Report

MA - Mobilization Augmentee
MANFOR - Manpower Force Packaging System
MANREQ - Manpower Requirements Exercise
MASS - Missile and Space Summary
MC&G - Mapping, Charting and Geodesy
MEFPAK - Manpower and Equipment Force Packaging System
MIS - Management Information System
MOU - Memorandum of Understanding
MPA - Military Personnel Appropriation
MSM - Mission Statement Matrix

NASA - National Aeronautics and Space Administration
NFIB - National Foreign Intelligence Board
NIE - National Intelligence Estimate
NIOWON - National Operations and Intelligence Watch Officer Net
NPIC - National Photographic Interpretation Center
NSA - National Security Agency

OER - Officer Effectiveness Report
OI - Operating Instructions
OJT - On-the-Job Training
OMB - Office of Management and Budget
OPLANS - Operations Plans
OPR - Office of Primary Responsibility
OSAF - Office of the Secretary of the Air Force
OSD - Office of the Secretary of Defense

PEM - Program Element Monitor
PRP - Priority Research Programs
PW - Prisoner of War

QMAR - Quarterly Management Analysis Report

RDT&E - Research, Development, Testing and Evaluation
RMS - Resource Management System
RPA - Reserve Personnel Appropriation

S&T - Scientific and Technical
SAF/PA - Secretary of the Air Force/Public Affairs
SAO - Special Activities Office
SBI - Special Background Investigation
SCI - Sensitive Compartmented Information
SCIF - Sensitive Compartmented Information Facility
SERE - Survival Evasion Resistance and Escape
SIGINT - Signal Intelligence
SII - Statement of Intelligence Interest
SIOP - Single Integrated Operation Plan
SNIE - Special National Intelligence Estimate
SOA - Separate Operating Agency
SON - Statement of Operational Need
SOW - Statement of Work
SPECAT - Special Category

U&S - Unified and Special (in terms of Command)

VAAP - Soviet All-Union Copyright Agency

WAPS - Weighted Airman Promotion System

WRM - War Reserve Materiel